Opening of Whitin Machine Works' new plant at Charlotte, N. C., marks better textile machinery service to Southern plants. Illustrated report of this event is carried on Page 17.

textile bulletin

VOL. 73 NO. 23

DECEMBER • 1 • 1947

ADVERTISING INDEX—PAGE 47

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COST LESS
SPEED ASSEMBLY
HAVE LONG LIFE

Armstrong's Cork Cots are ECONOMICAL

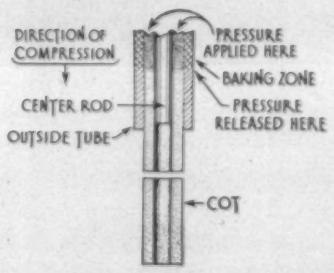
YOU SAVE in three important ways when you install Armstrong's Cork Cots on your spinning and roving frames. First, these widely used roll coverings are low in initial cost. Second, they go on fast. Assembly time is reduced as much as 50%. And third, they have a long service life.

The extra "grip" of Armstrong's Cork Cots gives you more uniform yarn. Their extra friction also carries waste well back onto the clearer boards—so no eyebrowing occurs. Thus there's no danger of waste's dropping off or being nipped into the yarn.

The extra resilience of Armstrong's Cork Cots provides quick recovery from most laps and hard ends. And because these cots are extruded, they have no hard or soft spots to grip the yarn unevenly. They retain these spinning advantages throughout a long initial service life. In addition, they can be rebuffed for three or four additional full length service lives.

Get all the facts on these economical cork cots from your Armstrong representative. Or write today to Armstrong Cork Company, Textile Products Dept., 8212 Arch St., Lancaster, Pa.

EXTRUSION PROCESS PRODUCES SEAMLESS CORK COTS



Armstrong's Cork Cots have no structural weakness to cause premature breakdown. Each cot is uniform in density from inside to outside, from end to end. Each compresses evenly, spins stronger yarn, lasts longer.

Better roving work . . . more poundage

ARMSTRONG'S CORK COTS

ACCOTEX COTS • ACCOTEX APRONS

Calgon*

Controls Corrosion

This graph illustrates the effect of various concentrations of Calgon in inhibiting steel corrosion.

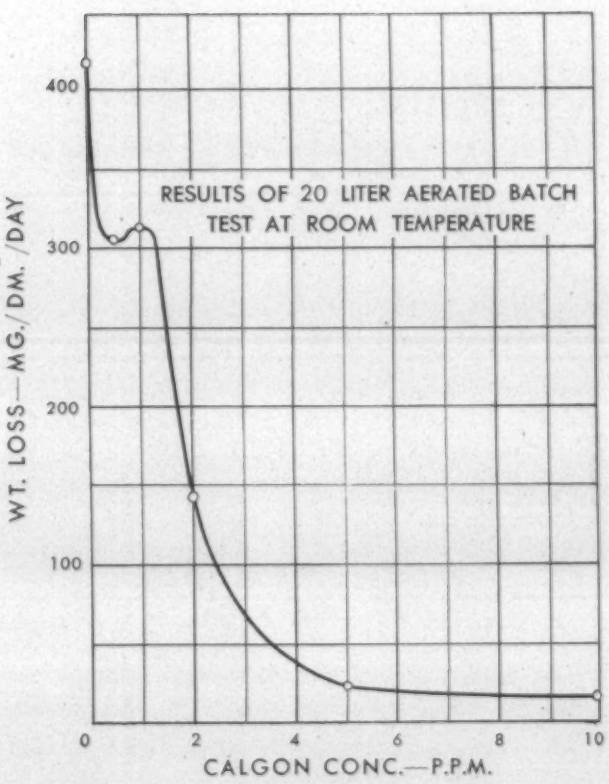
This property of Calgon is extremely important in the textile industry, where iron picked up from corroded pipe lines may cause considerable trouble in processing.

Threshold Treatment with Calgon inhibits corrosion, and also prevents precipitation of dissolved iron. This means less danger of iron stains on fabrics and greater efficiency of the peroxide bleach. Colors will be brighter, particularly in wool dyeing. Cotton material processed for rubberizing will also benefit from the reduced iron content of the water.

Calgon in the textile industry saves far more than its cost by reducing the rehandling of goods, cutting the proportion of seconds, and, in some processes, reducing the amount of chemical required.

Our bulletin "Calgon Data for the Textile Chemist" contains full information concerning Threshold Treatment and other textile uses of Calgon. We will be glad to send you a copy.

*T. M. Reg. U. S. Pat. Off.



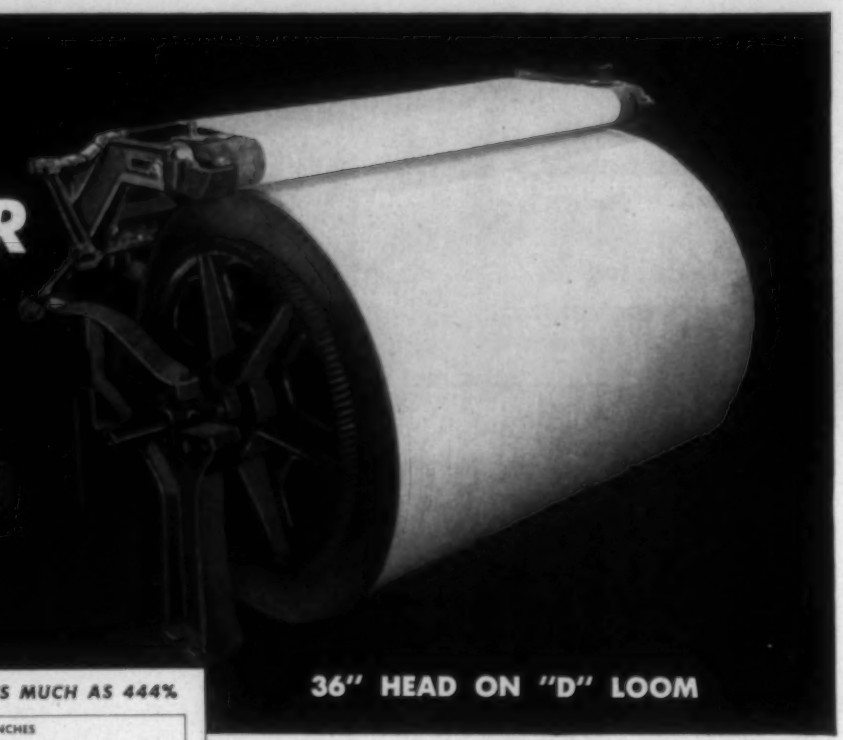
calgon, inc.

A SUBSIDIARY OF HAGAN CORPORATION

HAGAN BUILDING PITTSBURGH 30, PA.

HAGAN HALL BUROMIN CALGON

the BIGGER the BEAM the BETTER



36" HEAD ON "D" LOOM

You Can Increase Yarn Capacity BY AS MUCH AS 444%

PRESENT LOOM BEAM DIAMETER – INCHES	INCREASED LOOM BEAM DIAMETER – INCHES											
	40	38	36	34	32	30	28	26	24	22	20	18
18	444.0	389.0	337.5	289.0	243.0	200.0	159.5	122.2	87.5	55.6	26.4	0
20	329.5	287.0	246.0	207.5	171.4	137.4	105.5	75.8	48.4	23.1	0	
22	249.0	214.2	181.3	150.0	120.5	92.8	66.9	42.8	20.5	0		
24	189.5	160.5	133.3	107.5	83.0	60.0	38.5	18	0			
26	144.4	120.0	96.8	75.0	54.4	35.0	16.9	0				
28	109.1	88.2	68.5	49.7	32.1	15.5	0					
30	81.0	63.0	45.8	29.6	14.4	0						
32	58.3	42.5	27.5	13.4	0							
34	39.6	25.7	12.5	0								
36	24.6	11.7	0									
38	11.1	0										
40	0											

EXAMPLE:

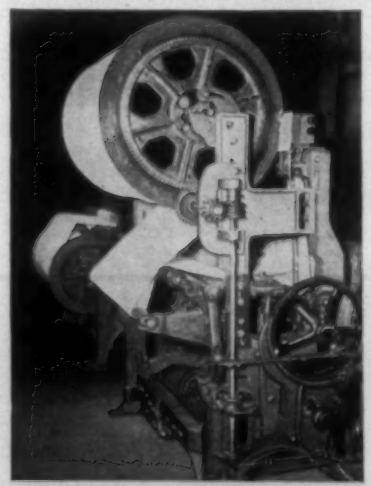
PRESENT BEAM – 20" DIA., 750 YARDS
LARGE BEAM – 26" DIA.
PERCENT INCREASE 75.8
ADD 100 to .758 1.758
CACAPITY OF 26" BEAM 750 x 1.75 1319 YARDS

REDUCE RUN-OUTS!
CUT HANDLING!
SAVE LABOR!
INCREASE PROFITS!

Look for increased efficiency and PROFITS when you equip your mill to run larger beams and longer warp.

Large beams with greater yarn capacity increase loom running time . . . reduce runouts. Time-consuming warp tying and beam handling—while machines stand idle—are cut to a minimum.

Step up slasher and loom room efficiency and profits. Install larger beam heads now. Built for long life, these high grade heads are expertly designed and machined. Barrels of thoroughly seasoned woods turned straight and true . . . sealed against moisture.



BIGGER BEAMS

can be easily installed on top of the looms in weave sheds with narrow alleys. Operated with Roper, Bartlett or independent let-off

WEST POINT FOUNDRY & MACHINE CO.

(Batson-Cook Company, Owners)

WEST POINT, GEORGIA

Let a GULF Lubrication Engineer

WORK WITH YOU— FOR YOU—

The Gulf Lubrication Engineer "in the picture" is checking lubrication of a new card in a large southern mill.

YOU GET THE FULL BENEFIT of lubricants as engineering materials when you use Gulf quality oils and greases as recommended by a Gulf Lubrication Engineer.

This lubrication expert is familiar with those operating conditions which affect the efficiency of your lubrication—thus he can quickly diagnose trouble, discover ways and means to increase production and reduce maintenance costs through the proper application of the right Gulf lubricants.

Avail yourself of this helpful engineering service when you install new equipment, when you make improvements to existing equipment, when your maintenance and power costs are high and when you encounter hard-to-solve lubrication problems.

Write, wire, or phone your nearest Gulf office today and ask a Gulf Lubrication Engineer to call.

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GULF INDUSTRIAL LUBRICATION

It's the SIDES OF A V-BELT That Really GET the WEAR!

-- ONLY the SIDES Touch the pulley!

Diagram of V-Belt in Sheave Groove

The *SIDES Do ALL the GRIPPING*

–They Pick Up ALL the LOAD!

The moment you think about it, you realize, of course, that the *sidewall* is the part of a V-Belt that really gets the wear.

It's the *sidewall* that has to grip the pulley. It has to *pick up* all the power from the driver pulley, transmit that power to the belt as a whole and then, once more, deliver the power to the driven pulley. And the sidewall takes all the wear against the sheave-groove wall.

That is the perfectly natural reason why you have always noticed that the sidewall of the *ordinary* V-Belt is the part that *wears out first!*

Now See How the Patented CONCAVE SIDE SAVES Sidewall Wear—Lengthens Belt Life.

Since the sidewall is the part that wears out first, anything that prolongs the life of the sidewall will lengthen the life of the belt.

The simple diagrams on the right show exactly why the ordinary, straight-sided V-Belt gets excessive wear along the middle of the sides. They show also why the Patented Concave Side greatly reduces sidewall wear in Gates Vulco Ropes. That is the simple reason why your Gates Vulco Ropes are giving you so much longer service than any straight-sided V-Belt can possibly give.

—and the Concave Side is *MORE IMPORTANT NOW* Than Ever Before!

Now that Gates *SPECIALIZED* Research has resulted in Super Vulco Ropes capable of carrying much heavier loads —up to 40% *higher horsepower ratings* in some cases— the sidewall of the belt is called upon to do even more work in transmitting these heavier loads to the pulley. Naturally, with heavier loading on the sidewall, the life-prolonging Concave Side is more important NOW than ever before!

The CONCAVE SIDE is a GATES PATENT

Fig. 1 Straight Sided V-Belt

Fig. 1-A How Straight Sided V-Belt Bulges When Bending Around Its Pulley

You can actually feel the bulging of a straight-sided V-Belt by holding the sides between your finger and thumb and then bending the belt. Naturally, this bulging produces excessive wear along the middle of the sidewall as indicated by arrows.

Fig. 2 Gates V-Belt with Patented Concave Sidewall

Fig. 2-A Showing How Concave Side of Gates V-Belt Straightens to Make Perfect Fit in Sheave Groove When Belt Is Bending Over Pulley.

No bulging against the sides of the sheave groove means that sidewall wear is evenly distributed over the full width of the sidewall —and that means much longer life for the belt"

4712

THE GATES RUBBER COMPANY DENVER, U. S. A., *"World's Largest Makers of V-Belts"*

GATES VULCO ROPE DRIVES

Engineering Offices and Jobber Stocks IN ALL INDUSTRIAL CENTERS of the U. S. and 71 Foreign Countries

Gates

THE MARK OF SPECIALIZED RESEARCH

Always Something Better

MAN is never satisfied. It is a basic trait of human nature to be always wanting something, more or better, than what you have. Therefore, it is not surprising that this characteristic is especially dominant among Americans. We have more than any other nation; we want more. And there is no reason why we should limit our desires for new and improved products. In our physical resources, knowledge, skills, and industrial strength, we have all of the factors required to produce them.

On the basis of our experience in the past 25 years, it is safe to say that practically all of these new and improved products will result from some form of industrial research. There is no longer any question of its value. In the 25 years before the war industrial research increased tenfold. By 1940 it employed the services of 70,000 scientists and cost $300,000,000.

During the war its growth was phenomenal. It would be impossible to place a dollar value on the contributions of industrial research to the war effort. The knowledge and skills of its scientists and engineers, its facilities, and its great store of productive know-how were concentrated on the research, development and manufacture of the weapons and machines that gave us the best-armed, best-equipped Army and Navy in history. Working with academic and military groups, industrial research helped to make possible the elimination of the once-inevitable time lags in the progression from research-to-development-to-engineering or production-to-manufacture. As a result completely new devices were sent to our fighting men in record time.

However, industrial research need not rely on its spectacular war record alone for proof of its effectiveness. Of even greater interest in this period of reconversion to peace-time production is its accomplishments in the fields that affect our everyday lives.

Traditionally, industrial research has been devoted primarily to the perfection of applications of fundamental discoveries, made in academic or other non-commercial laboratories, to the needs of an industry. However, in industry today there is a rapidly growing tendency to the conduct or sponsorship of basic research. Its possibilities are unlimited. Whole new industries can be built upon its findings. For example, we have the new and important synthetic fiber and plastics industries which are based upon chemical discoveries.

The role of the tool engineer in industrial research is a vital one. When the scientist in his laboratory makes a discovery, there is still a long, rough road to be traveled before that discovery finally results in a product on the everyday market. One of the biggest steps along this road is that taken by the tool engineer. After the physicists, chemists, mathematicians, engineers, and inventors make the basic discoveries, these discoveries must be put into a form suited to mass production and the tool engineer must figure out the machines which will manufacture the product.

As an example of what industrial research, largely engineering in character, has produced, let us look at the mechanical refrigerator industry. In 1926, 200,000 were manufactured and sold at $400 each. Ten years later ten times as many were sold at a price of $160—and these were much better refrigerators. Within a decade both quality and quantity had increased sharply while prices decreased, because research had resulted in improved methods of production and new designs.

It is little wonder that industrial research laboratories now number more than 2,200 in this country. General Motors Corp. states that their research on diesel engines alone resulted in the placing in operation of four plants—one in LaGrange, one in Detroit and two in Cleveland—all in the five-year period, 1934-39.

During the same period similar progress was reported in nearly all phases of industry. In the automobile field there were countless innovations, including the introduction of the automatic transmission, hypoid gears, and safety steel tops. In the steel industry there was the development of high-quality, deep-drawn steel sheets which made the safety tops possible.

For two centuries each generation has thought it was witnessing the peak of technological achievement. But the history of recent years shows us that we have actually made but slight progress in our climb toward the peak. It is the nature of science that each new discovery creates more problems than it solves. Solution of the new problems results in new products. Each new product opens another avenue for the wants of American people. And it will be the tool engineer who will make possible the mass production of these new products, and therefore make them available to most of the people at prices they are willing and can afford to pay. —*W. B. Peirce, President of American Society of Tool Engineers, in The Tool Engineer.*

Why Be 'Uncle Sap'?

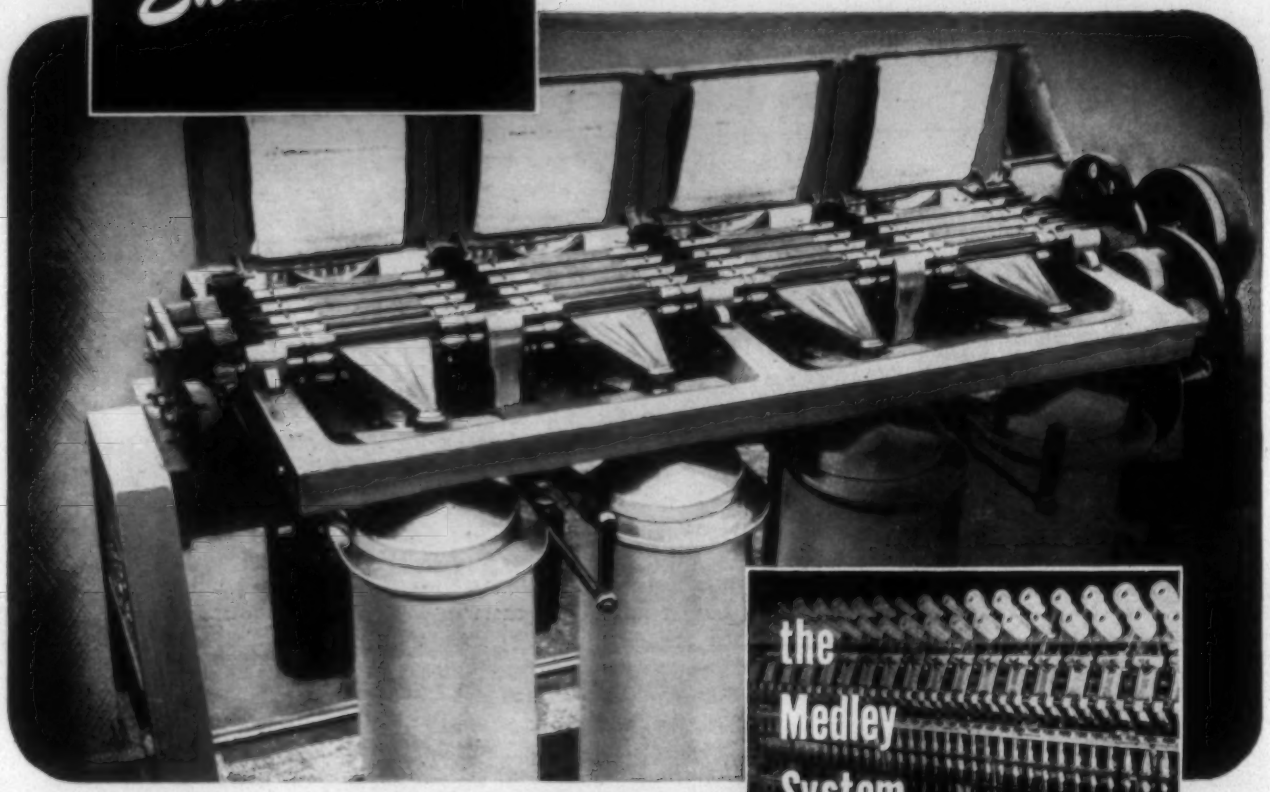
JUST what can American taxpayers, who foot the bill now and far into the future, believe that they get in return for some of their Government's generous gestures? Uncle Sam last month cancelled a billion-dollar debt from Italy. The British have asked softer terms for last year's huge loan and hope for additional help. One nation after another extends its hand, palm up. Meanwhile nobody cancels any debts for Tom Taxpayer, and the Internal Revenue scoops into his pay envelope before he gets it.

Uncle Sam, himself $260,000,000,000 in the hole, is not as rich as he used to be. Even though Americans produce more wealth than anyone else, they can't give it away and have it, too. What would be unreasonable, then, about expecting a little something in return for some of the gifts and loans that, after all, are not exactly easy to make?

Certainly Uncle Sam should not be mean or grasping. But to hold on to an advantageous position for future use, or to use U. S. bargaining power to accomplish a good purpose, will increase the respect felt by other nations. A too open-handed generosity will only convince them that the "Uncle Sap" sneer is true. Taxpayers, we believe, will be happiest if their money goes toward maintaining U. S. ability to help less fortunate countries toward order, freedom and productivity.—*Condensation of an editorial by Wheeler McMillen in Pathfinder News Magazine.*

Get fewer Ends down!

With a Cleaner, More Uniform Sliver on MEDLEY DRAWING



Medley can prove this claim: Whatever the fiber, or blend of fibers, in any staple length from 5/8 inch to 13 inches, the Medley Drawing Frame definitely can help you increase drawing efficiency and lower operating costs. How? *By delivering a cleaner, more uniform sliver.*

The Medley Drawing Frame is precision built. It features 1) Sealed ball-bearing top rolls from fine-grained, wear-resisting steel, machined to near zero variation, 2) Hobbed helical steel and cast iron gears, 3) Generated bevel gears, 4) Studs, journals and necks made of stress-proof steel hardened and ground to close tolerances.

Your conventional drawing frames can be changed over to this improved Medley drawing. Write today for details.

The DIRECT SPINNER

in the Medley plant is daily proving the feasibility of this spinning method by processing finished yarn, in one operation, from continuous filament rayon tow.

This is only one of many improvements which Medley has brought to the Textile Industry. Other experiments are continually under way, designed to cut down waste, save labor and step up efficiency.

Call or write Medley when you need the services of trained textile or mechanical engineers.

Medley has it—or Medley will make it!

The MEDLEY System, Inc.

400 32nd ST., COLUMBUS, GEORGIA

Medley Manufacturing Co., Columbus, Ga. • Gastonia Roller, Flyer & Spindle Co., Gastonia, N. C. • Allan Textile Machine Co., Pawtucket, R. I.

textile bulletin

VOL. 73 DECEMBER 1, 1947 NO. 7

Whitin Machine Works Opens New Charlotte Plant

THE new Charlotte, N. C., plant of Whitin Machine Works, Whitinsville, Mass., "opened house" to the firm's customers from all over the South Nov. 21. Located on Dowd Road in the city's outskirts, the Whitin plant is described as one of the largest in the South for the repair of textile machinery and the building of new machinery. The opening of the large and handsome plant gives the company three times as much floor space as it had in its former building and marks a new step in the progress of Whitin, which was established in 1831 and which has been represented in Charlotte since 1919. The first Charlotte factory branch was begun in 1932 with 18 machines and a force of three men. Today, the company has 190 machines set up in Charlotte and the force has increased to 125 men. The present plant contains a shop and an office building.

The plant has a low silhouette and a modernistic main entrance to the office. The fluted entrance columns are flanked by illuminated twin replicas of the Whitin spindle and bolster symbol, and the grounds are landscaped to harmonize with the building. The structure is 200 by 242 feet in size. The offices are on two floors, the first floor for plant supervision and production control and the second for ad- The machine shop, stockrooms, and freight loading platforms are on one floor level, and a spur track brings rail shipments directly to the plant while a loading platform ministration, mill service personnel, and sales organization. facilitates the handling of truck shipments.

Fluorescent lighting is installed throughout the plant and the offices are air-conditioned and provide comfortable working conditions. Direct air ducts on the roof supply fresh air to the shop. The office is constructed of red brick with limestone trim and glass blocks are used in the plant wherever practical to give better natural lighting conditions. Convenient parking areas are near the main entrance. Space has been assigned to the development in the near future of an experimental and research department for making tests and demonstrations.

Officials explained that the factory branch was established in Charlotte to provide a quicker and better repair shop service for the many textile mills in the South. Charlotte was selected because of its excellent location for such a plant. With more than six million spindles in North Carolina and almost as many in South Carolina, Charlotte was found to be the ideal place for the Whitin company's Southern branch.

For many years, the plant was in a downtown building. It was found that more space must be provided, however,

An aerial view of the new Whitin offices and plant at Charlotte, N. C.

GENERAL VIEW of Whitin machine shop.

THE WHITIN tool department.

and, in spite of construction problems, the work of building the new headquarters went ahead, and now the service facilities in the new plant are nearly at planned capacity. New machinery has been installed and the new plant is thoroughly modernized. The company, with its new facilities, offers an increased range of services.

A statement made by E. Kent Swift, chairman of the Whitin board of directors, recalls that the former Charlotte plant became inadequate to handle the demand for service from Southern textile mills and that the new plant, thoroughly equipped with new machinery and staffed by good men, technically directed, will be able to take care of the needs of the company's many customers among the textile mills of the South.

Company officials from Whitinsville attending the opening of the new Whitin plant included Mr. Swift, board chairman; J. Hugh Bolton, president; R. J. McConnell, Harry Moss, and F. E. Banfield, Jr., vice-presidents; S. R. Mason, secretary and manager of repair sales; R. G. McKaig, assistant manager of repair sales; George F. Roberts, advertising manager; M. W. Keeler, sales representative; and Henry R. Bailey, supervising engineer.

WHITIN AGENTS, SERVICEMEN AND ERECTION SUPERVISORS are (top row, left to right) Robert I. Dalton, Southern agent for Virginia, North Carolina and Tennessee; William H. Porcher, Southern agent with Mr. Dalton; Gilbert W. Pearse, office manager; W. David Lyerly, service engineer in North Carolina, Virginia and parts of South Carolina and Tennessee; and (bottom row, left to right) Thad Flowers, sales representative in the North Carolina area; Robert I. Dalton, Jr., new machinery sales; P. M. Willingham, in charge of the South Carolina area; Rolandis C. Petty, supervisor of erection for spinning and twisting in the South.

The Continuous Stripper - an economical "tool" for BETTER PRODUCTION and CLEANER CLOTH

A comparison of card slivers . . . A—a clean cylinder produces a sliver with a minimum of neps, broken leaf, and other impurities.

B—a dirty cylinder, loaded with impacted waste, cannot do an efficient cleaning job.

The Saco Lowell Continuous Stripper is daily demonstrating its ability to increase production at the card and at the same time reduce waste and improve the cleanliness and evenness of the sliver.

The freedom from impacted waste, which interferes with the carding action of the wire of the cylinder clothing, generally reduces the nep count; and the lack of periodical stripping improves the uniformity of the sliver.

The improvement in card operation shown by the 'test data' at the right, is by no means an unusual case as evidenced by the fact that —

there are more than 12,000 Saco-Lowell Continuous Strippers now in operation —

increasing production, improving quality and preventing waste for mills who have put them on their cards.

Write for bulletin to our nearest office.

Here are the improvements in one mill after installing Saco-Lowell Continuous Strippers:

Reduction in Cylinder and Doffer Strips
96%

Reduction in Neps in Sliver
38%

Reduction in Impurities in Sliver
24%

Increase in Breaking Strength of Yarn
5.4%

Saco-Lowell Shops • **BOSTON**

SHOPS AT BIDDEFORD, MAINE • BRANCHES: CHARLOTTE • GREENVILLE • ATLANTA

Powell Again Heads S.T.A. Division

THE Northern North Carolina-Virginia Division of the Southern Textile Association, meeting for its fall session Nov. 15 at White Oak Mills, Greensboro, N. C., re-elected J. B. Powell, superintendent of Erlanger Mills, Inc., Lexington, N. C., chairman of the division. Other officers named to work with Mr. Powell include Walter D. Vincent, superintendent of Mills No. 1 and No. 2 of Dan River Mills, Danville, Va., vice-chairman, replacing J. G. Shedd, and Howard Barton, superintendent of the rayon plant of Fildcrest Mills, Spray, N. C., secretary.

Re-elected to the executive committee was N. A. Carpenter, assistant superintendent, Erwin Cotton Mills Co., Cooleemee, N. C. Serving with him on the committee will be Ray A. Butler, superintendent of Spray (N. C.) Cotton Mills and Sherman R. Basinger, superintendent of White Oak Mills, Greensboro, both newly-elected.

Highlighting the session were addresses by T. O. Moore, vice-president of P. H. Hanes Knitting Co., Winston-Salem, N. C., on "The Responsibility and Relationships of Supervisors In An Industrial Organization," and by W. F. Humbert, plant engineer of Fieldcrest Mills, Spray, N. C., on "Make Your Mill Safe." Both Mr. Moore's and Mr. Humbert's remarks on these subjects are carried in full in this issue of TEXTILE BULLETIN.

Also notable was the presentation of the subject of materials handling by Robert E. Mason of Yale & Towne Mfg. Co., Charlotte, N. C. He introduced the topic by saying that materials handling is his business, "and it is becoming your business as time goes on—that is, better ways of handling materials through your plant." Mr. Mason complemented his remarks by showing a Navy film, "Uniform Delivery." After having shown the film, Mr. Mason characterized the palletized load as something the Navy developed. "Industry," he said, "is going to pick that up and carry it right through. There is today a pallet pool, which means that you, as a manufacturer, can rent pallets on which to ship your goods. The pallets, on the other end of the shipping line, are taken back into the pool in that town and rented to someone who wants to ship somewhere else. It will take a little time, as you can see, to get the thing really rolling, but eventually we think that most materials are going to be shipped in the fashion which you have seen here today. While this film was made two or three years ago, it shows something which is probably four or five years off."

Continuing, Mr. Mason said that "fork trucks could be used for handling bales of cotton and other objects. Probably a 30- or 40-inch steel fork, which is polished on the sides, can pick up a bale and put it on top of another bale which is standing on end and take the two bales out without assistance. It takes an operator who is experienced to do that, but it is being done. The fork truck could also load bales of waste.

"That is only one phase. Of course, we have motorized hand-lift trucks today. There are several makes of hand trucks which are electrified both in handling and lift. And, of course, there are electric hoists. All of you are using electric hoists in your plants for doing different jobs. I think the hoist is probably more generally used and you are more familiar with it than anything else. I think materials handling is getting to the place where, if you do not have it in your own plant, you know somebody who does have this up-to-date equipment. So I suggest to you that you study your own problem." Mr. Mason, referring to the Yale & Towne publication, *How Book*, characterized the literature as a scientific approach to materials handling problems.

Welcoming the division members to the fall session was Herman Cone, president of Cone Mills Corp., Greensboro, N. C. Walter D. Vincent responded to Mr. Cone's welcome. The management of Cone Mills was host to the members at luncheon.

Responsibility And Relationships Of Supervisors In An Industrial Organization

By T. O. MOORE, Vice-President, P. H. Hanes Knitting Co., Winston-Salem, N. C.
—Before Northern North Carolina-Virginia Division of S.T.A.—

ALL of us work for corporations. Now, what is a corporation? To many people a corporation is a huge, undefinable, inanimate something without a soul. To them the head of a corporation and a small group of top management around him often signify the corporation, and their idea is of that man and this small group standing on one side and the rest of the people who work for the corporation standing on the other side. All of us here today know that this is an entirely wrong conception, but do the people who work with us and under us know it? Does the majority of the public know it? And if the people who work under us, who form a large part of the public, do not know it, how can we expect the rest of the public to know it?

Actually, a corporation is composed of two important component parts—the stockholders, who are the owners of and investors in the corporation, and the employees of the

READY TO SERVE YOU

The knowledge and experience of our technical staff, with the complete facilities of our textile laboratory at Greenville, S. C., are at your service. Our technicians combine practical "know-how" with painstaking research. The combination has solved many textile problems.

CORN PRODUCTS SALES COMPANY

Greenville, S. C. • Greensboro, N. C.
Spartanburg, S. C. • Birmingham, Ala.
Atlanta, Ga.

corporation, working together as a team. Another component part of any successful corporation is the consuming public. The consumers are really a part of our companies, because without their approval of a corporation's service or its products it can not long continue in existence. I believe, therefore, we can well say that the three cornerstones in the foundation of any corporation are the investors, the employees, and the consumers.

People Behind Mills

A stranger might come to Greensboro and say: "I have heard a lot about the Proximity Mfg. Co.," or go to Danville and say: "I have heard a lot about the Dan River Mills," or go to Leaksville and say: "I have heard a lot about the Marshall Field Mills." If he said that to you, you might unthinkingly take him out to the great buildings down the road there and say: "There is the Proximity Mfg. Co.," or in Danville say: "There are the Dan River Mills," or in Leaksville: "There are the Marshall Field Mills." But if you would stop to think for just a minute, knowing the operation of those mills as you do, you know how very wrong you would be. You would realize that those buildings are not really Proximity nor Dan River nor Fieldcrest. You would realize that what is really the Proximity Mfg. Co. or what is really the Dan River Mills or the Fieldcrest Mills is the men and women in those mills and in selling agencies in New York and the representative of those mills all over the country. They are the companies; and those people, working together and pulling together as a team, are responsible for what the public thinks of those companies.

When a young man who has studied to be a doctor or studied to be a lawyer starts out in the world he gets a license, and that license says he is entitled to practice law or entitled to practice medicine, or it says he is a civil engineer or this or that. The young doctor or the young lawyer then takes that license and finds himself an office and hangs out his shingle in front of that office: "William R. Jones, M. D., General Practitioner"—or surgeon or what not. By hanging out that shingle he says to the public: "Here I am, Bill Jones. I have made it my lifework to serve you people. If you come to me when sick I will try my best to make you well. I have started my career, and my career is a lifetime of service to the public." You fellows, when you start on your life work, go to the Superior Mfg. Co.—to pull a name out of the air, and you apply for a job with that company. Thereby you hang out your shingle and start a career which is just as necessary and just as worthy as that of a doctor or a lawyer. You say on your shingle: "Bill Jones, Employee of the Superior Mfg. Co.," and you and all the other employees of that company thereby give your pledge to the public that you will make a lifetime career of serving the public through your position in that company, whatever it may be. You men who are here today hung out your shingles years ago—some of you many, many years ago; and you have demonstrated by the positions that you hold with your companies that you are keeping the faith with the public and with your company and through your company with the public. You men are the leaders in your companies, and what you do and how you handle yourselves either makes or breaks the future of your companies.

Some time ago I talked to an old man who was known as the dean of the advertising companies. He was for years executive vice-president of N. W. Ayer & Sons, one of the biggest advertising agencies in the world. He said that when he began work with that company as a young man Mr. Ayer, who was the head of it then, said to him: "Bill, you are starting in to help us make this a great company. Never forget this one thing, Bill. Wherever you go, drunk or sober, you are the N. W. Ayer Co. Wherever you go, Bill, whether you are on the job or outside, what people think of you and of what you do is what the people think of your company."

Any organization, to be run right, must have its directing heads who make the plans and the decisions for the conduct of the organization. These people are the management group. They are the coaches of the team, but they are still just a part of the team. The coaches who come in the most direct contact with the players, or the group of production employees, are the foremen. To the people who work in the plants, these foremen mean the company they work for. If Bill Jones likes his foreman and thinks he is a great fellow, then it almost inevitably follows that Bill Jones likes his company and thinks it is a great company.

Let's ask ourselves what are the qualifications for a foreman or a supervisor or a leader, because all of us know that to be a supervisor, to be a foreman, to be in management—and you men are the real backbone of management—a man must be a leader. We will accept that as an over-all qualification. Then let's go further. Among the qualifications a good foreman or a good manager or a good leader should have are these:

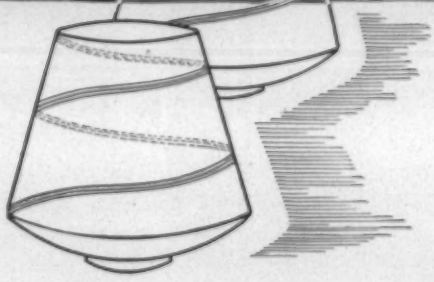
Leader Qualifications

(1) *Loyalty*—How can a foreman expect the people working with him and under him to be loyal to him and to his company unless he himself is loyal to those over him and to his company and unless he himself is loyal to his men? In other words, to receive loyalty a person has to have within himself the attributes of loyalty.

(2) *Ability to get along with people*—I would list this next; it is the essence of human relations. In order to have people like you, you must first like people. Contrary to general belief, this is not a gift with which certain people are born and which is denied to others. It is something which can be and has to be continually developed. It is something that we have to work on and something that we can improve upon every day we live. For instance, if we meet people with a cheerful attitude and with a smile we shall usually receive a smile in return, and if we handle our people in that way we shall usually get a smile from them; but if you meet people with a long face and a gruff manner you will too often receive the same kind of treatment in return. All of you know that you have gone down the street sometimes walking fast and whistling, swinging along, until you meet two or three fellows who tell you what a lousy world it is and that we are all going to the dogs and you begin to think so yourself. But if you go down the street and meet several fellows who say: "Hello, Bill, isn't it a grand morning?" or "Isn't this a grand world?" yon will feel the same, and you will like them and they will like you. Any experienced foreman knows that, even though he does not have any direct conversation with the people under him, they are watching him continually and his manner and his attitude are reflected in their attitude.

To get along with people you must know and understand people. All of us have from time to time read statements such as that if a man's eyes are set close together he is not trustworthy or that if he has a square chin he is stubborn. That is just as wrong as trying to say that all people look

Smoother R.P.M. by Fafnir helps Foster get more Y.P.M. out of their 102 Winder



TWO TO THREE TIMES as much production with a third less labor per pound of yarn is good news in the textile industry these cost-ridden days. Foster did it with their new Model 102 Winding Machine by a series of ingenious refinements and the liberal use of Fafnir Ball Bearings.

In order to achieve uniform package density at these higher speeds, Foster uses the drum winding method. The yarn package is rotated on its spindle by means of a metal drum with a loose shell at the end contacting the small end of the winding cone. Fafnir Self-Aligning Ball Bearings are used on both the actuating cam shaft and the spindle. Both installations required a new method of fastening the bearings to the shafts and a simple, quick method of relubrication . . . developed jointly by Foster's and Fafnir's engineers.

The smooth, vibrationless operation of this mechanism is an important Foster feature. Another feature of the Foster Winder is that it can be changed from one type of put-up to another quickly and comparatively inexpensively, especially when an extra set of camshafts and camshaft ball bearings are used in the changeover—very important in these days when your order specifications change frequently. The Fafnir Bearing Company, New Britain, Conn.

Fafnir Mechani-Seal Ball Bearing used on Foster Model 102 Winder.

MOST COMPLETE LINE IN AMERICA

FAFNIR BALL BEARINGS

alike or that you can define certain characteristics and classify people by those characteristics just as you can take materials in the mill and put them into bins with numbers. If you do that you will never get along with people. We must realize that all people, no matter what their jobs are, no matter what their positions are, are human beings and must be treated as human beings. Not only are people different in their feelings, their thoughts, and their emotions, but you have to handle them in different ways. Say you have a hundred men in your department. One man is very sensitive, and if you say two words of criticism to him he will take it to heart more than another man whom you might spend five minutes in criticising. Other men you can hardly ever praise except by telling them exactly where they have done a thing well; you can not go beyond that, because they think they are too good, anyway. Other men are born with an inferiority complex, and you have to build up their belief in themselves. All of that is part of your job in dealing with men.

Even with these different characteristics, the same person might have different feelings this week from what he had last week because of outside circumstances and of conditions totally foreign to his job. If John Smith has set up all the night before with a critically ill child and has not only lost a night's sleep but is sick with worry about the condition of that child, then John Smith has to be handled in an entirely different way from the way he would be handled if he had gotten a good night's sleep the night before. On ordinary occasions he might be the most amiable of men; but on this occasion — almost sick with worry and weariness—he is potential dynamite, and you must treat him as such. You must avoid anything that might lead to an argument with that man that day and avoid anything that might cause a run-in with him, because if he is handled the wrong way a situation might arise in which the foreman, for the sake of morale in his department, would have to fire him and thus have the company lose a good man. A good foreman will know the people under him so well that he either knows or senses these unusual situations and conditions and handles himself and the people under him accordingly. Let's take it from the other side of the fence. Say one of us has a sick child, and any of you who have children know how it tears you to pieces to have a child really ill. The foreman himself might be the one who sat up all the night before and who is sick with worry and weariness. In this case he should realize that he is not entirely himself the next day and should avoid or postpone any action which might result in an unpleasant situation. If the issue has to be met, as some issues do have to be met immediately, then he should exert himself to retain his self-control and should not lose his temper or be drawn into an argument. He has to hold himself in, because something that would not worry him a minute on any other day would make him flare up on that day, and he has to realize that and handle himself accordingly.

learn and he certainly was not going to fool with such things. That man was dead on his feet; he was dead and

The other day I was in a foremen's training class in which the subject of "Sensitive People" was being discussed. I was very much interested *(Continued on Page 48)*

MAKE YOUR MILL SAFE

By W. F. HUMBERT, Plant Engineer, Fieldcrest Mills, Spray, N. C.
– Before Northern North Carolina-Virginia Division of S.T.A. –

THE Romans are said to have killed 4,941 gladiators in 117 Roman holidays. In the attack on Pearl Harbor by the Japanese, the United States lost in killed, wounded and missing, 4,179 men. In a normal pre-war year, the U. S. Department of Labor estimated the total number of industrial accidents in the United States to be 2,453,418, of which 21,232 were fatal. The monetary loss of these accidents was estimated to be over a billion dollars. In 1942, we are told, 50 million workers lost through accidents the total of 380 million work days, the average of almost eight days per man per year. The nine million accidents involved cost the staggering total of over five billion dollars. An expression that has become trite is: "Every day 60 men and women are killed at work." In a recent year, North Carolina had over 70,000 industrial accidents in which medical and compensation costs alone amounted to over three million dollars. That year Rockingham County had 824 lost-time accidents with direct costs of over $44,000. Guilford County reported 4,875 accidents that cost directly over $230,000.

Purely as a matter of practical efficiency, how can industry tolerate the time and money losses incurred in unnecessary accidents? Disregarding the loss of income by the injured workers, who may have a family that is already on the margin of self-support, why do we permit such costs when, according to a reliable authority, 98 per cent of accidents are preventable? It is commonly agreed that accidents reduce production and increase cost and that the safe plant is an efficient plant. Furthermore, safety-performance records indicate that accidents can be decreased if not eliminated. Industry as a whole and our North Carolina textile plants in particular must as a matter of self-interest continue to exert themselves in determined efforts to eliminate the economic waste of the lost-time accident. To promote safety in a nefficient way, a systematic campaign must be laid out and followed. Heinrich, a national safety authority, says: "The conservation of human life, the prevention of economic waste and interferences with industrial production emphasize the need of substituting planned effort for 'cut-and-try' methods." Therefore, you must plan for safety.

The mill manager—As you begin your accident-prevention plan, it is essential that each individual in the campaign be willing to shoulder his share of the responsibility. To make it succeed, the campaign must start at the top with the manager. He must regard the mill operations with two objects in view: (a) production from the machinery and (b) safety for the workers. On the manager, as leader, devolves full responsibility for inaugurating the safety poli-

Plan your Loom Replacements ACCURATELY

...then leave it to C&K's "6 Sentries"* to guard your future Weaveroom Efficiency

As of today's date, make sure to figure your loom depreciation on the basis of *accelerated wartime depreciation* . . . as well as on the rate of peacetime depreciation, both prewar and postwar.

You will plainly see that the prewar replacement figure of 10% of a mill's looms *is no longer anywhere near adequate.* Then you can determine the correct amount of your current yearly replacement fund, to be earmarked for the purchase of new looms.

And meanwhile you can be sure that the new C&K Looms you get for replacements will be exceptionally able administrators of your replacement fund. For whatever type of fabric you weave, the new C&K Looms will bring you certain new features of design and construction. And remember that each of these new features has passed muster with *at least one* of C&K's "6 Sentries" which challenge every new idea for loom improvement, to make sure it will earn more profit for *you.*

Every Improvement-Idea for C&K Looms Must Have the Password for one or More of these "6 Sentries"*:

1. Does it increase Speed of Loom Operation?
2. Does it increase Ease of Loom Operation?
3. Does it improve Quality of Fabric?
4. Does it decrease Cost of Maintenance?
5. Does it improve Continuity of Operation?
6. Does it improve Appearance and Utility?

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WORCESTER 1, MASSACHUSETTS, U. S. A.
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Pawtucket, R. I.

BRIDGING THE GAP

between Today's Knowledge... and Tomorrow's Looms

cies of the plant and standing squarely on the instructions he issues to put such policies into practice.

The mill superintendent—The superintendent is the representative of the manager. He is the field marshal at the front of battle. He must with his zeal inspire in his foremen the enthusiasm and respect for the program that is essential to its success.

The mill safety director—To handle the detail of the safety program, a man of recognized ability and integrity is required. While either the manager or the superintendent can assume this responsibility, it will usually be better to delegate it to someone who is not already burdened with work. The man selected as safety director should have the attributes of leadership, for it is up to him to get the accident-prevention work done. While he will not spend all his time on it, he must regard this work as a prime duty and devote himself to it unreservedly.

Analysis of accident records—To make an intelligent approach to the improvement of safety conditions, it is necessary to know (a) where accidents occur and (b) why they occur. Therefore a careful analysis of the plant's accident record over the past several years must be made.

Conferences of key operating executives—In our plants, the foremen and the assistant foremen are the key operating executives. They should in the very beginning, before general announcements are made to our employees, be informed fully as to the company's plans and policies in regard to accident prevention. Complete information regarding previous accident records of their plant and other plants should be given them. They should know definitely that the management will fully back them up in taking safety precautions—by discipline, if neceessary. Such conferences may be held weekly, bi-weekly, or monthly, but they should be a definite part of the plant's safety program.

Inspection of departments—Complete inspections of each department are necessary (a) to determine the physical condition of the equipment and buildings, (b) to determine the advisability of mechanical safeguards, and (c) to promote improvement in housekeeping. These inspections may advantageously originate in the department itself but should have freely available the advice and suggestions of the safety director.

A standard program of mechanical safeguarding—Twenty-five per cent of all industrial accidents can be prevented by correct machine guards. Mechanical guards or other safety measures will be provided (a) to eliminate hazards and (b) incidentally to indicate the company's sincerity in promoting the safety program. Oftentimes the department foreman may be able to provide practical safeguards on being told to go ahead, or he may prefer to work out satisfactory methods with the shop foreman.

Continued announcements of accident-prevention plans—After being first discussed in the conferences of the key executives, the facts relating to the company's accident-prevention plans should be promptly communicated to all the employees. This may be *(Continued on Page 51)*

FROM RHODE ISLAND TO NORTH CAROLINA

New Peace Dale Location Has Better Layout

By LEO SONDEREGGER

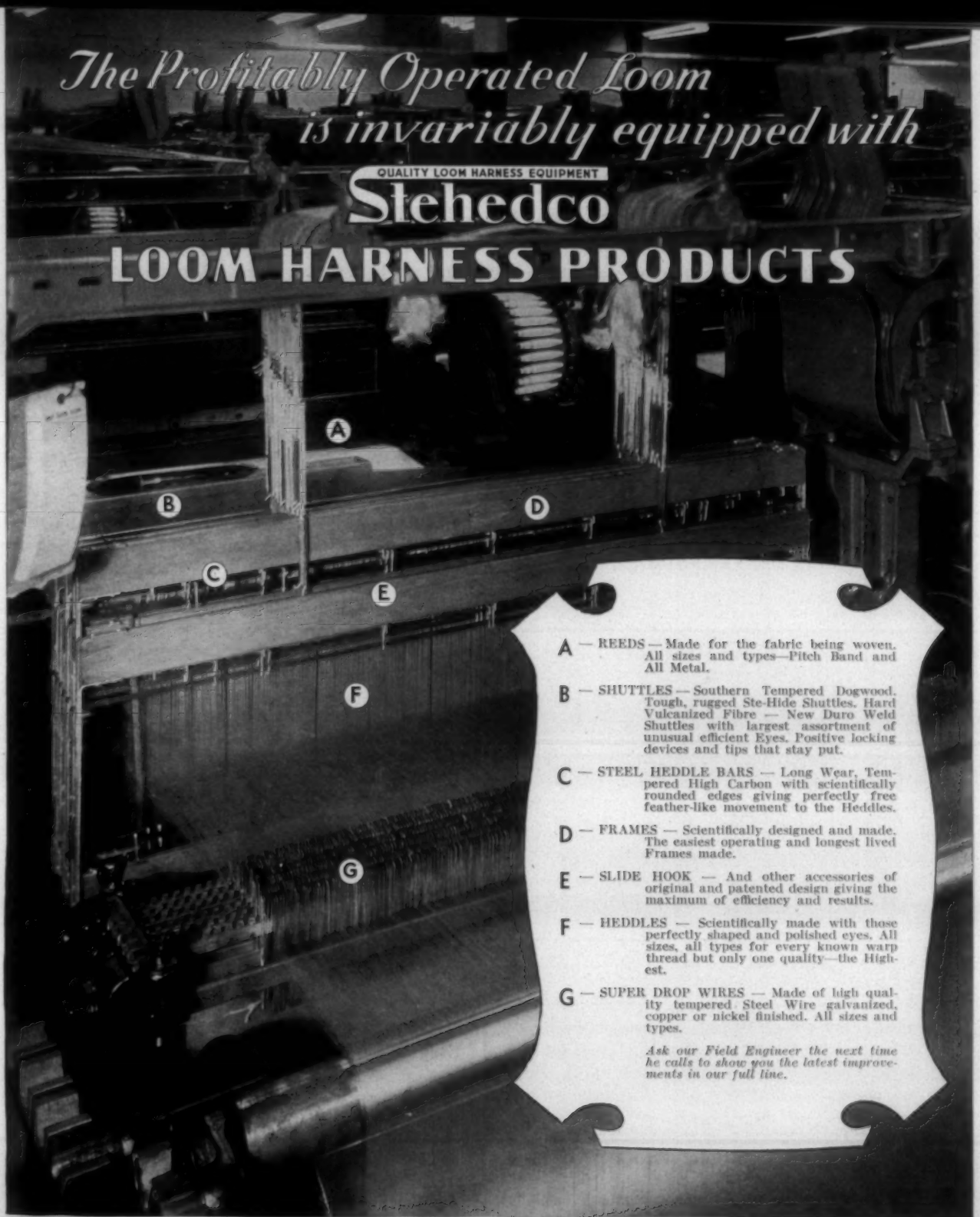
TAKE a helicopter ride over the Peace Dale Mills in South Kingstown. Do the same over the Hannah Pickett No. 2 mill near Rockingham, N. C. Then it will be easy to understand one of the principal reasons for moving Peace Dale's worsted operations into the North Carolina plant. The establishment in Peace Dale is of the kind often described as "a fine old New England mill." There are nine major buildings in a small area. They are of various shapes and sizes, and the placement of any one of them bears no apparent relationship to the placement of the others.

Hannah Pickett No. 2 is a modern industrial plant all under one roof, sternly rectangular, clean-cut and business-like. Its flat bulk, accented with a water tower and a tall smokestack, dominates the green countryside and the mill village houses clustered nearby. The Rockingham mill is many-windowed, of brick and steel construction. About half of it is two stories; the rest is on one level. This plant was built in 1923-24. The difference between the two plants is almost as striking from the ground. At Peace Dale, generations of workers have turned out woolens and worsteds in beautiful, gray and tan stone mills which have accumulated rather than grown up according to any plan. Some of the buildings have four stories, some only one or two; there are towers and peaked roofs and, in general, a vague resemblance to ancient castles and battlements.

The capstone on an old tower at the Peace Dale Mills bears the date 1847. Actually, the first carding machines were set up there by Rowland Hazard about 1800. M. T. Stevens and Sons Co. of North Andover, Mass., bought the mills from the Hazard family in 1918.

Under the Hazards, Peace Dale Mfg. Co. had built up a world reputation for blue serges. Production was about 12,000 pounds a week. Improved machinery and extra shifts have tripled that figure since 1918. Now, however, according to Superintendent Reuben B. Eaton, the company cannot take advantage of additional improvements because the latest machinery simply would not fit efficiently into the old buildings. Installing up-to-date equipment, he said, "would have meant a cut in the number of spindles that would have made the change impractical." The company also has considered building a new mill, but construction costs are virtually prohibitive. The appearance of the Hannah Pickett mill on the market at a reasonable price was the answer to a problem that had plagued the Stevens company for several years.

At Peace Dale, the scattered buildings have led to a high percentage of non-productive labor. Material in process of being made into worsted fabrics has to be moved 19 different times within the plant. The pushing and hauling and lifting from one building to another, from one level to



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A — REEDS — Made for the fabric being woven. All sizes and types—Pitch Band and All Metal.

B — SHUTTLES — Southern Tempered Dogwood. Tough, rugged Ste-Hide Shuttles. Hard Vulcanized Fibre — New Duro Weld Shuttles with largest assortment of unusual efficient Eyes. Positive locking devices and tips that stay put.

C — STEEL HEDDLE BARS — Long Wear, Tempered High Carbon with scientifically rounded edges giving perfectly free feather-like movement to the Heddles.

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E — SLIDE HOOK — And other accessories of original and patented design giving the maximum of efficiency and results.

F — HEDDLES — Scientifically made with those perfectly shaped and polished eyes. All sizes, all types for every known warp thread but only one quality—the Highest.

G — SUPER DROP WIRES — Made of high quality tempered Steel Wire galvanized, copper or nickel finished. All sizes and types.

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Other Offices and Plants

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another, have eaten heavily into profits. Company officials estimate that moving worsted operations into the Hannah Pickett building will cut out up to 50 per cent of the non-productive labor. Machinery will be placed so that the manufacturing process, heretofore a series of zig-zag moves about the plant area, will be streamlined. And when machinery costs drop to something more like normal, the broad open space of the plant in Rockingham will be able to absorb the most improved equipment.

It is not only the mills which are different, though the variations in plant structure are of primary importance. The most striking secondary difference is the workers' housing conditions. At Peace Dale, the company in 1945 sold all its tenements and houses except those occupied by key personnel, thus falling in with a general trend away from the old-fashioned mill village.

Housing has been extremely "tight," as in other communities, and there have been times when a few workers outside South Kingstown were available but could not be hired because there was no place for them to live. The mill village is still going strong in the Rockingham area. The village attached to the Hannah Pickett mill has about 150 houses, which are rented to workers at a figure that seems fantastically low. The rent is traditionally 25 cents per room per week, so that a family can occupy a four-room house for less than $5 a month. That includes water.

Even in the South there is a trend away from the mill village, however. And mill owners indicate that they will have to raise rents to come nearer breaking even on the houses. One prominent mill owner said the companies are losing substantial sums of money on the cottages. He said a 50,000-spindle mill with 200 houses would lose $1,800 to $2,000 a month. He pointed out, however, that low rents and assured housing have played a strong part in maintaining the labor supply. Not all of the workers live in the villages, most of the mills are able to provide housing for only 60 to 75 per cent of their employees. Some live in the country; they like to work on the 6 a. m. to 2 p. m. shift so that they can keep their farms going in the afternoon.

The Hannah Pickett mill village consists of little frame houses of three to six rooms, raised on brick "stilts" in place of the conventional foundations, and painted a pale yellow with faded green roofs. It is considered one of the best in the region. Bathing facilities are indicated by washtubs hanging on back walls of the cottages, many of which are shaded by the dark green umbrellas of Chinaberry trees. In the sandy backyards there are chicken runs built of wire netting and rough-sawn pine boards. A number of the families have patches of sweet corn, squash, beans and other vegetables.

The village streets are unpaved, but the company surfaces them with cinders from the mill's steam plant. The streets are in better condition now, residents say, than they have been in years. Down the road from the village is a white community church whose pulpit is occupied by pastors of various denominations from Rockingham. And down the road a little farther is Rockingham itself, shopping and entertainment center for the mill villagers.

Rockingham it not too much different from a Rhode Island village. Its business area is a little barer, perhaps, with a straight Midwestern air about it. The people's talk is different, but not too much so. After a rain the puddles are a vivid orange; a coat is a rare item in mid-summer; you'll see a man standing on a corner, peeling and eating a section of cantaloupe; there are almost as many Negroes on the streets as white people, and there are rather more of both races just loafing about.

Out in the residential areas the differences fade and almost vanish. Huge water oaks and tall, pyramidal magnolias and long-leaf pine replace the elms and maples of the North. There are a few noticeable variations in architecture. But basically, the place to which the Peace Dale machinery is being moved is very much like the place from which it comes, a quiet, almost rural area where people put down roots and spend their lives.

THREE COSTS—A Comparison

To compare Northern and Southern motor truck rates, two hauls were selected at random, both of which were approximately 30 miles. This showed the motor truck rate between Greenville, S. C., and Spartanburg, S. C., to be 19 cents per hundredweight for shipments of 2,000 pounds or over; whereas the rate between Providence, R. I., and New Bedford, Mass., for similar-sized shipments is 39 cents per hundredweight. In order to obtain a 21-cent-per-cwt. rate between Providence and New Bedford, it would be necessary for the company to ship in lots of 20,000 pounds, management said.

Labor costs were placed on a comparable basis by taking the average cost of dyeing each pound of material in 1947 in the three outside plants of Franklin Process Co., Providence—including those at Philadelphia, Pa., Greenville, S. C., and Chattanooga, Tenn.—and comparing them to the average cost of dyeing the same pound of material in Providence in 1947. The Pennsylvania plant's cost was 83½ per cent of the Providence cost. The Tennessee plant figured 82½ per cent, and the South Carolina unit, 76 per cent.

Courtaulds' Representatives Visit Calco

Two representatives of the great British textile firm of Courtaulds, Ltd., recently visited the Bound Brook, N. J., plant of the Calco Chemical Division, American Cyanamid Co. After making a tour of the extensive research and application laboratory facilities of the Calco organization, both R. J. Kerr-Muir, North American representative of Courtaulds, and William Penn of Courtaulds, Coventry, England, now on an extensive tour with Courtaulds, Ltd. (Canada), observed that American industry had made remarkable strides in the mechanization of laboratory facilities. Mr. Penn was particularly impressed with the lengths to which dye manufacturers go to render complete technical service to the color-consuming industries. He stated that American technical literature was very much in demand among the English dyeing and finishing establishments. Mr. Kerr-Muir expressed the hope that the recent Geneva agreements, soon to be announced, will promote increased trade between the British Isles and the United States, that freer exchange of goods will do much to restore normal conditions throughout the world.

Color conditioning has been introduced in an increasing number of cotton mills to furnish not only a more pleasing appearance but to increase safety factors.

10 YEARS of Three-Shift Service in a BUDAPEST MILL

Actual photograph of belt after 10 years (note brand)

. . . a MANHATTAN story of *Condor* CONE BELTS that outlasted previous types 30 to 1

Mr. H. M. Zilahi, Superintendent-Manager of the Goldberger Spinning and Weaving Mills in Budapest, Hungary, is a staunch believer in Manhattan quality. We quote the key paragraphs from a letter he sent to Passaic — entirely unsolicited:

"Ten years ago I visited some cotton mills in the United States and heard about the advantages of the 'CONDOR' cone belt for the flyer frames.

"The best type of our leather cone belts were running under our severe conditions (3 shifts, etc.) 3 months only.

"In 1937, we fitted therefore our flyer frames with 'CONDOR' cone belts, and now the wonder: 90% of those 'CONDOR' belts are running till now. After 10 years of running (mostly 3 shifts) they are in good condition."

During the war under pressure production, when the plant was bombed and its buildings badly damaged, Manhattan Condor Cone Belts came through to outlast the best previous types, 30 to 1. . . . And they are still in good shape, judging by the photographs that came from Budapest, (one of which is shown above).

Manhattan's line of Condor Rubber Products for the textile industry is consistently dependable—outstanding in quality and engineering. Make MANHATTAN your choice.

RAYBESTOS R M MANHATTAN

RAYBESTOS-MANHATTAN INC.

Keep Ahead with Manhattan

MANHATTAN RUBBER DIVISION PASSAIC, NEW JERSEY

MIASMIC MINDS In Morals

By W. M. McLAURINE

IN the apperceptive functioning of the mind of man or nations, there are certain philosophies or ideas which assist in the interpretations of the facts or sensations flowinto its labyrinth of consciousness. These basic or directing ideas give significance and meaning to this everflowing stream. These apperceptions may be capable of producing moral, amoral or unmoral concepts. The significant fact is that these enable the mind—or should enable the mind—to determine right from wrong. These mental interpreters of social and spiritual virtues, according to our Christian belief, are a part of the mental and spiritual makeup of many, but they need nourishment and guidance in order that they may develop normally in order to fulfill their functions.

If these abilities or characteristics of mind are disregarded, are pushed aside rather than given right of way, are man-made as he seeks his egocentric development, miasmic minds will always be a result. Muddled thinking on morals, indecisions and wrong decisions at times and places when an ethical decision must be made.

Man has made his own moral code, irrespective of any spiritual intuitive urge. He has even made for himself an anthropomorphic god and then has worked out a code of ethics which he thinks will please this god, which code parenthetically pleases man.

It is difficult to write this story in the vernacular of the average man, because words unusual or out of the ordinary vocabulary are needed. This statement seems necessary, in case someone should criticize its simple didactic approach.

In a previous article, we spoke of the rise and rapid growth of the scientific era; its stability to make man master over nature rather than nature over man; of its seeming usurpation of the needs of many for prayer, for spiritual life, for God; of man's royal egocentric importance; of making possible the development of industry and commercialism. It must not be forgotten that science and industry and commercialism were made possible because this nation was moral, religious and fundamentally sincere in its desire to preserve life, liberty and the pursuit of happiness for all men, individually. This fact gave more freedom to the citizens of this nation than any other citizen in any previous nation had ever enjoyed.

This situation was made possible because the founding fathers had thoroughly grounded and developed a high spiritual, a high moral concept of their duties. Among the muddled minds of those early days, there were leaders who had visions and conceptions of rectitude to such an extent that the Declaration of Independence and the Constitution will always stand as beacon lights on man's highway to the eternal values of life. Men were individuals in those days, they were personalities and powerful in their concepts for the "common weal."

Society has changed from the individuals and personalities of those days to groups and associations and combined interests. Groups lose their individualities, they lose their personalities, they become forces and desires. They become selfish and egocentric and forgetful of the "common weal," too often.

The founding fathers boasted of democratic principles, individual initiative, the American spirit of free enterprise. These were facts as a review of the records will indicate—society and civilization moved on under this impact and under the influence of the scientific spirit which dominated progress. Democracy began to need further definitions, further orientation, further means of expressing itself in the changing social and economic progress. E. H. Carr, professor of International Politics in the University College of Wales, in his book, "Conditions of Peace," says that "liberal democracy, in a sense, was destroyed by two separate, though inter-connected, factors which began to operate in the second half of the nineteenth century and had attained their full development in 1920. In the first place, the holders of economic power, instead of agreeing—as the theory of liberal democracy requires—that the state should merely hold the ring while they competed against one another with economic weapons, now more openly descended into the political arena and used political weapons to secure economic benefits for themselves, thus making organized economic power for the first time the dominant factor in politics."

This statement recommends itself in value by reason of the fact of the multitudinous lobbies and organizations in and around Washington and the state capitols. Business, labor, farmers and dozens more stand as evidence of the action of group power—impersonal economic groups. Such conditions, deprived of personalities but chargeable to group consciousness can and does often make minds muddled as they try to properly value their righteous innuendos and proclamations.

"Secondly," Mr. Carr states, "the acquisition of political power by the new enfranchised masses transformed democracy from a society of property owners, maintaining the state at their own expense primarily for police purposes, into a society containing a high proportion of more or less specialized propertyless salary-earners who regard themselves as skilled technicians rather than as directors of policy, and a far higher proportion of propertyless non-tax paying wage-earners whose relation to the state is primarily that of beneficiaries."

The reader has only to consider the two statements quoted in comparison with the early concept of democracy to decide whether the so-called popular and emotional definitions are statements of fact or the effusions of miasmic minds. Another study will reveal fact of miasmic morals which form the apperceptive background for political motivations which finally express themselves in social and economic actions. Democracy is predicated upon intelligence and morality, acting co-operatively for the "common weal." This expression—the common weal—must have meant something to the founding fathers.

One of the most discussed *(Continued on Page 54)*

INVEST WISELY
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★ IMPROVES YARN QUALITY
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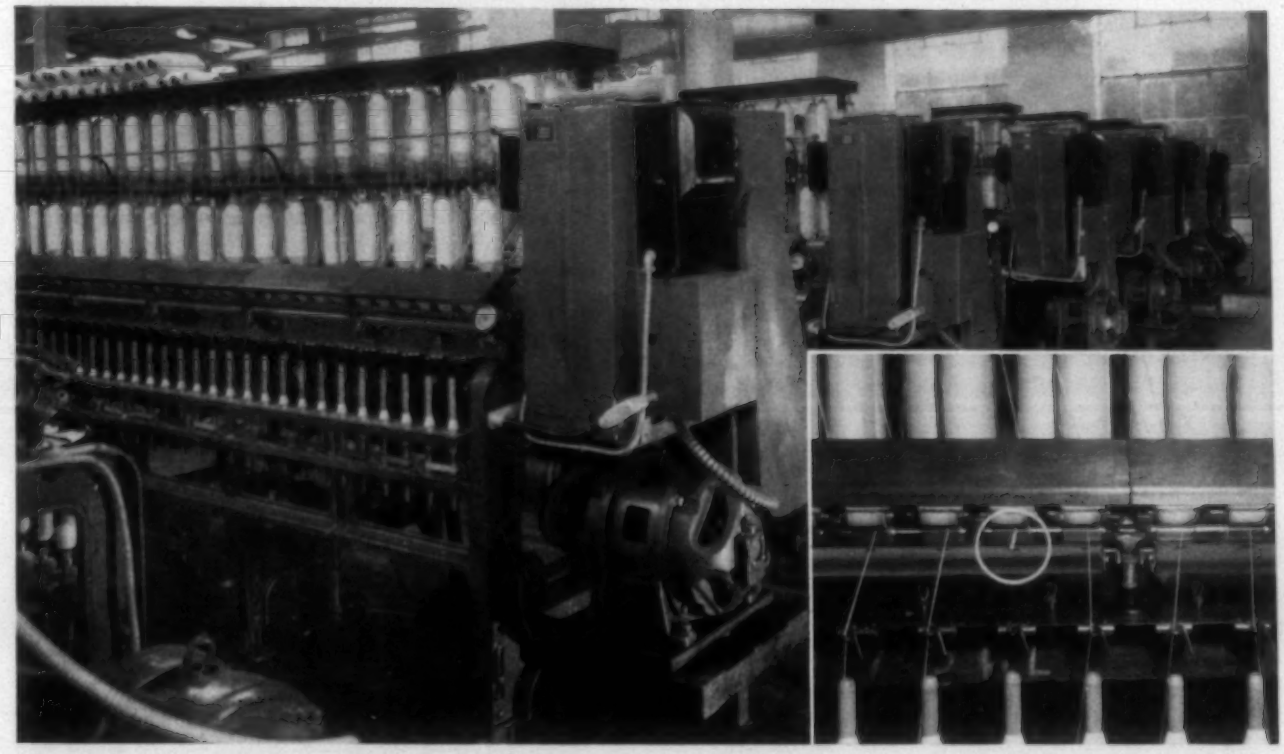

The forward looking management of this Carolina spinning mill has just made a scientific analysis of the dollars and cents value of Pneumafil Equipment.

Here are its figures:

ORIGINAL INVESTMENT	$40,000.00
Tangible Savings per year	21,300.00
OPERATING COSTS per year	4,800.00
NET SAVINGS per year	$16,500.00
ANNUAL RETURN on $40,000.00 Investment	*41.25%*

You, too, may realize a comparable return. We will be glad to give you complete information on Pneumafil installations for your mill.

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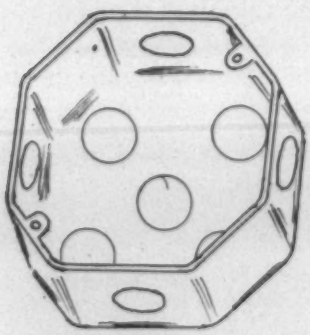
The Electrical Code And Textile Mill Wiring

Part Four of a Series by JAMES T. MEADOR

LAST month we discussed the matter of both bus feeder ducts and plug-in ducts, and went into their possibilities for economical use in your plant. We wound up that discussion with mention of the fact that it might pay you to investigate the cost and practicability of the use of such a system before deciding on any particular type of electrical wiring system. And, while I have given you the impression that the feeder duct or the plug-in duct is good, I want to urge you to thoroughly study your wiring problems from all angles, taking into consideration first costs, utility or service values, and the relative locations of the various load centers to be served by the system. Particularly is this study or consideration necessary where you might have a one-story plant with widely scattered loads.

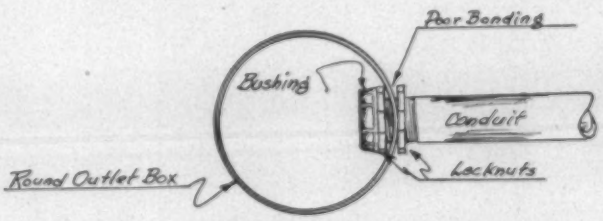
Now, we go into another section of the code, entitled "Article No. 370—Outlet, Switch and Junction Boxes and Fittings." The provisions of this article apply to the installation of outlet, switch and junction boxes, and fittings as required by Section 3700. Installations in hazardous locations shall conform to Article 500 (later). It prohibits the use of round outlet boxes when or where conduits or connectors are to be connected with them by means of locknuts and bushings against the sides of the boxes. It prohibits the use of non-metallic outlet boxes with conduit or connectors, but allows their use with open wiring on insulators, concealed knob and tube work, non-metallic sheathed cable, and with non-metallic waterproof wiring. The only place you might run into the necessity for this kind of work would be in village houses or other buildings with old wiring where it would be impractical to rewire the whole house with a new type of system, such as BX.



Sketch showing typical octagon outlet box with flat, straight contact surfaces for locknuts as used with conduit and connectors.

It permits the use of metallic outlet boxes in connection with the above types of wiring provided you do it either of two ways. First, they must be insulated from any metal surface or metal lathe on ceilings or walls upon which they might be supported. Second, they must be grounded to a system ground or water pipe or a driven ground (more of this ground business later).

Inasmuch as many of you have jobs of wiring in wet or damp locations, this section will be of interest to you, perhaps: In damp or wet locations, boxes and fittings must be so placed or equipped as to prevent moisture or water from entering or accumulating within the box or fitting. Boxes and fittings installed in wet locations shall be weatherproof. It is recommended that boxes of non-conductive material be used with non-metallic sheathed cable, when such cable is to be used in locations where there is likely to be occasional moisture present, such as in dairy barns.



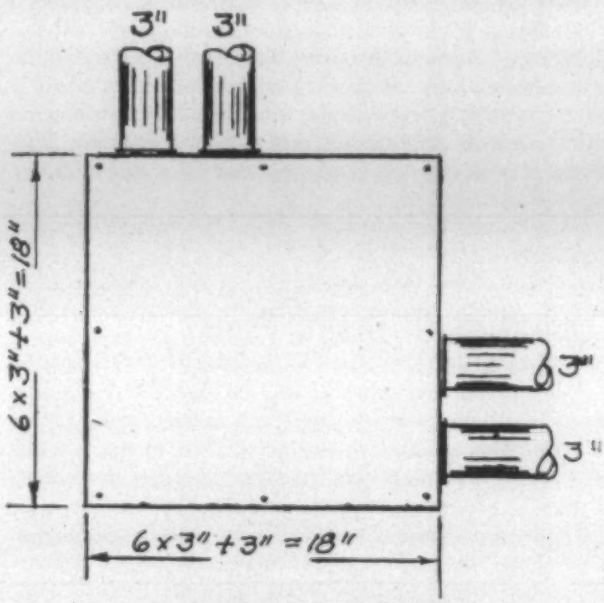
Sketch showing the poor and inadequate bonding resulting from the use of round outlet boxes with conduit with locknuts, as is prohibited in Section No. 3702, and is set forth in the second paragraph above.

Conditioning rooms should be taken into consideration at this time since we nearly all have something to do with such installations, and since they certainly drench everything thoroughly that might be enclosed within them. They, therefore, require that weather-proof type boxes and fittings be used on such wiring as may be necessary in such areas, lighting, for instance. This, then, requires vapor-proof fixtures with glass globes and guards attached to the malleable iron conduit outlet box which is connected to the conduit by means of a threaded hub. These boxes are available in various shapes and types for the smaller sizes of conduit, ½-inch, ¾-inch and 1-inch. See sketch showing the approved types of lighting fixtures and arrangements for use within these rooms. You will note the combination toggle switch and pilot light arrangement at the door just outside of the room.

Outlet boxes for concealed work shall have a minimum internal depth of 1½ inches, except that where the installation of such a box will result in injury to the building structure or is impracticable, a box not less than ½-inch internal depth may be installed—if you can find them.

All boxes, regardless of size, depth, etc., must be securely fastened in place. This may be done by means of cleats, backing, steel supports, coach rods, hanger irons, toggle bolts, etc., whichever is the most practical. In concealed work, outlet boxes and fittings, unless held securely in place

by concrete, masonry or other building material in which they are imbedded, shall be secured to a stud, joist or similar fixed structural unit, or to a metal or wooden support which is in turn secured to such a structural unit. Wooden supports shall not be less than 7/8-inch thick. Lathes of wood, metal



Sketch applying to Section No. 3708.

or composition shall not be considered a structural unit, and, therefore must be considered as being unsuitable for the mounting of boxes thereon.

In exposed work as well as concealed work in existing buildings where conductors or cables are fished and outlet boxes cannot be secured as provided in the above paragraph, without disturbing the building finish, the boxes may be mounted directly on the plaster surface if securely fastened in place by any one of the means provided above.

Section No. 3708, Pull and Junction Boxes: If your wiring job requires either pull or junction boxes in the conduit run, here is the limitation on the size required: If your conduit is 1¼-inch or larger, and your wire is No. 6 or larger, then your box must conform to these following conditions or provisions:

Straight pulls: In these cases, the box must have a length, running with the length of the conduit line, at least eight times the trade diameter of the largest raceway entering the box, or the next largest commercial or trade size, as shown by the table below.

Conduit Size (Inches)	*Box Length (Inches)*
1¼	10
1½	12
2	16
2½	20
3	24
3½	28
4	32

While the code does not specify the conditions or provisions for the other two dimensions of the boxes, you are to use your good judgment in these matters so that you might make the width of your box only enough to accommodate the number of conduits *(Continued on Page 56)*

textile bulletin

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Socialism Or Communism Not The Answer

The United States News of Washington, D. C., an independent weekly magazine on national affairs, recently had the following to say relative to socialism, communism and capitalism:

There is one thing that seems to be settled. It is simply this:

Socialism is not the answer to what ails the world. It's a flop, to date, not a cure-all, as formula for getting goods produced. Britain shows that.

Labor, in power politically, lacks most of the answers.

Communism, with dictatorship, still has to prove that it can get results. Russia remains the world's principal poorhouse. It was that before war, too.

Capitalism, for all its faults, gets the most results.

The goods from farms and industries of capitalistic U. S. will have to save the world, if it is to be saved. Help from U. S. on a big scale has helped underwrite socialism in Europe. Yet socialism isn't getting results.

Britain, trying socialism, is producing slightly more than in pre-war. Her socialist goal for this time had been a great production increase.

Russia has a long way to go to get back to pre-war, but she was badly hurt. Russia runs nationalized industries but uses a club to drive workers.

U. S., under capitalism, is turning out 90 per cent more goods than before the war. That's the increase in industrial goods by volume, not dollars.

Capitalism obviously is producing. Socialism, to date, appears as a device to share the misery. Where tried it is bogging down, either in the expectation that it can provide something for nothing, or in bureaucracy. The state, trying to run everything, gets top heavy. Masses of bureaucrats try to live off producers who don't want to work too hard—or off of handouts.

Basically, what ails Britain is this: A U. S. coal miner produces four tons to a British miner's one ton. A U. S. steel worker turns out four times what a British steel worker turns out. So does a U. S. auto worker. A U. S. textile worker turns out about twice as much as a British worker. And so it goes.

So: British prices must be high, or British wages low.

Socialism, however, promises the worker a better life. It promises him more without asking much more of him. It offers something for nothing. At least, that is what the British experience to date suggests. It shows that there is no magic in state ownership, no assurance of more goods for less work.

Britain's way out is in more efficiency, under socialism or capitalism.

Consumption Of Electric Power

It is very interesting to note that the United States is now consuming more electric power than during the height of the war effort. Many consider the situation as serious, and say that power shortages may be expected to last throughout 1948.

The Federal Power Commission urges electric companies which anticipate or already have experienced supply difficulties to investigate all possibilities of relief through interconnection with other systems. When war production, in 1944, was keyed to its highest pitch the demand for power reached 39,400,000 kilowatts. Now it has reached 46 million kilowatts, an increase of 17 per cent over the wartime high.

The national situation with respect to the supply of electric power seems to be serious, but it is said that the supply will be adequate to meet all essential needs if there is full co-operation on the part of electric companies and the consumers.

Unimportant Admission

The admission of Junius Scales of Greensboro that he is the head of an organized group of Communists at the University of North Carolina, as Anne Matthews testified before the House Committee on Un-American Activities last July that he was, since everybody who knew anything about the Chapel Hill situation already assumed that he was; and, anyway, what difference does it make who is the head? The existence of the group is the point.

The statement by the Chapel Hill correspondent who wrote the story that "apparently well informed sources estimated the number (of Reds on The Hill) at between 12 and 18 inches is somewhat more interesting. As I have already repeatedly pointed out, till I am dead sick of the whole business, the fact that the actual number of professional Communists that have infiltrated into any American institution is small has very little bearing on their danger to that institution. As John Edgar Hoover, head of the F. B. I., has said, in pointing out that the strength of Communism in the United States now can't accurately be gauged by the actual number of enrolled party members, which everywhere is comparatively small. "What is important is the claim of the Communists themselves that for every party member there are ten others ready, willing, and able

to do the party's work. Herein lies the greatest menace of Communism.

Suppose there are no more than 18 regular out-and-out Communists at the University of N. C. — which I very gravely doubt, for actually how well informed are the "apparently well informed sources" which made that estimate? —that number in an institution of 7,000-odd students would be one for every 388. According to J. Edgar Hoover's figures already quoted here, there was only one Communist for every 2,277 persons in Russia when the Reds overthrew the government there.—Nell Battle Lewis in *Raleigh News & Observer.*

At A Branch Of The University

On Nov. 27th the Committee for North Carolina, an affiliate of the Southern Conference for Human Welfare, held a meeting in the Alumni Building of the Woman's College of the University of North Carolina at Greensboro, N. C.

It was in the form of a mixed meeting with whites and Negroes both attending and seated side by side.

The Southern Conference for Human Welfare is the organization which a Congressional committee recently disignated as a "Communist Front Organization" and it is all of that or more. President Frank Graham of the University of North Carolina is a vice-president of the organization.

Chancellor Jackson of the Woman's College, a man whose views are very much the same as those of President Frank Graham, permitted the meeting to be held in a building of the Woman's College although he knew that the Southern Conference on Human Relations had been identified as a Communist Front organization and that whites and Negroes were to be seated side by side for the purpose of defying the segregation laws of North Carolina.

During the meeting Dr. Clark Foreman, president of the Southern Conference, presumably with the indorsement of the committee, declared the breakdown of segregation barriers to be the immediate objective of his organization, with which the committee for North Carolina is an affiliate.

The people of North Carolina own the Woman's College of the University of North Carolina and pay taxes for its support.

The people of North Carolina do not believe in Communism and have enacted segregation laws which express their convictions.

Chancellor Jackson had no right to permit an organization tainted with Communism and favoring the repeal of segregation laws enacted by the people of North Carolina, to use a portion of the Woman's College for propaganda purposes.

Comparatively Limited Textile Profits

(Chicago Journal of Commerce)

In view of the almost unending discussion of textile mill profits being carried on by labor on the one hand and fabric buyers on the other, the excellent discussion of profits in the current *Hi-Lights* of the Cotton-Textile Institute merits careful consideration.

While no one connected with the industry will deny that currently the profit position is first-rate, there seems to be little cause to think these profits are exorbitant or need defence. Basically, as has been pointed out here many times in the past, profits never need be defended in a free enterprise system whose principal aim is to encourage and aid the profit motive. The ability to run a business at a profit and look forward to an increase in these profits is as important to our capitalistic economy as is the need for squelching such private profit desires in a controlled economy.

Exorbitant profits may arise at a time such as a war period when it is expected that both industry and labor will hold tight in support of the war effort. On this score, the cotton textile industry certainly cannot be accused of having gone overboard in comparison to other branches of American industry or even in absolute terms the *Hi-Lights* reveal. It must also be remembered that while profits today are higher than they were during the war in the textile industry, a good part of them is being put back directly into use for plant expansion and modernization so as to create a generally healthier situation than prevailed before the war. The good profits of the current year in the cotton textile industry are being put to the best possible use as both labor and buyers should realize.

In preparing their new demands on Northern textile mills, union officials have launched an all-out attack upon high profits of the industry and demanded a share of these profits. In publicizing the desire for lower prices, it has become the fashion of retailer and cutter spokesmen to point at mill profit statements and stress how simple it would be for mills to cut prices and still run at a gain.

In all instances it is ignored that the textile industry was far behind most other segments of industry in profit expansion during the war years and that in reaping profit gains at present, these are very wisely being expended for the benefit of the industry and eventually to the benefit of labor and buyers. The expenditure of huge sums for modernization and expansion can succeed in putting the entire cotton textile industry on the most profitable and stabilized basis it has enjoyed in many years. This will mean a continuation of the ability to pay good wages while insuring for buyers that they will not be faced with a constant threat of declining prices and dumping of goods because of inferior, high-cost or excessive production.

In the recently issued report on cotton goods production and distribution techniques, costs and margins by a House cotton subcommittee, it was emphasized that the efficiency of manufacturers may be increased, the quality of products improved, and manufacturers' margins reduced by the use of "new and improved equipment and techniques, by adjustments in the size and arrangement of the plants and by operating the plants at more nearly optimum capacity." It is for these very purposes that a substantial portion of current large earnings is being expended or earmarked.

The institute analysis demonstrated that during the war net income before taxes of the cotton textile industry jumped sharply in 1942 then declined steadily through 1945 when it was almost equal to 1941 again. However, net income after taxes of 18 or 22 industry groups was maintained in a better position during the war than that of cotton textiles. Stated in absolutely figures, profit on net worth after taxes of five of the 22 industry groups in 1941 was higher than the 13.4 per cent of cotton textiles. By 1945, only five groups were lower than the 6.8 per cent on net worth of cotton textiles. The war period was clearly one in which the industry did not accrue any undue financial gains while the betterment of the post-war years is being carefully and wisely spent despite the anguished but baseless outcries of labor and retail, wholesale buyers.

MILL NEWS

CONSTRUCTION. NEW EQUIPMENT. FINANCIAL REPORTS. CHARTERS. AWARDS. VILLAGE ACTIVITY. SALES AND PURCHASES

GASTONIA, N. C.—Stockholders of Textiles, Inc., at a meeting Nov. 25, declared dividends amounting to 25 cents a share of preferred stock and 50 cents a share of common stock. Approximately 80 per cent of the stockholders were represented at the meeting.

GRANITE FALLS, N. C.—The Dudley Shoals Cotton Mill Co., a 45-year-old cotton yarn manufacturing plant utilizing about 6,000 spindles, has been purchased by Shuford Mills, Inc., of Hickory, N. C. According to Shuford officials the Dudley company will be liquidated in the near future and the building and assets taken over by the new owners. Plans are already under way for remodeling the Dudley plant and for installation of new machinery, as the machinery becomes available.

GREENVILLE, S. C.—The F. W. Poe Mfg. Co., one of Greenville's oldest textile plants, was to be sold for $5,725,650 providing present stockholders yielded at least 60 per cent of the outstanding stock for $410 a share by Dec. 15. The Eli Walker Dry Goods interests of St. Louis, Mo., who operate a chain of plants in the Carolinas through subsidiary corporations, is the purchaser. The mill and 238 houses, all on Greenville's outskirts, are included in the sale. The plant utilizes 1,700 looms and 70,352 spindles in the manufacture of print cloth fabrics.

SPRAY, N. C.—The proposed pension plan for employees of Spray Cotton Mills has been approved by the U. S. Treasury Department, mill officials were informed recently, and the plan will become effective Jan. 1, 1948. All employees of the company are eligible to participate if they have completed at least five years continuous service with the company immediately prior to the time they reach the retirement age, which is 65 years. The entire cost of maintaining the plan is borne by the company.

HUNTSVILLE, ALA.—Members of the 25-Year Club at M. Lowenstein & Sons and Merrimack Co. here were guests of the company at a Thanksgiving dinner held in the recreation room of the mills.

EASLEY, S. C.—Construction has begun on a brick building which will afford Easley Cotton Mills Plant No. 1 employees one of the better gymnasiums in the South. The gym floor will measure 43 by 85 feet. Club rooms will be erected at the sides, with a commodious stage at one end of the building. Showers will be installed for men and women. The gymnasium will serve as a community center, also.

HICKORY, N. C.—A number of cotton and hosiery mills in Hickory and vicinity have made generous gifts of their manufactured goods for relief in Europe. Goods apportioned to Germany will be distributed in that country by the Helfswerke, a German Protestant relief organization.

NEW YORK, N. Y.—Celanese Corp. of America has arranged a two-year $25,000,000 stand-by credit with a group of banks headed by Bank of Manhattan Co., for the purpose of providing for possible needs in the company's expansion program which involves about $27,000,000 in current additions to capital equipment. Included in these projects are a new rayon plant under construction at Rock Hill, S. C., additional facilities at existing rayon plants and construction at a Texas chemical plant.

LILLINGTON, N. C.—Representatives of a large Southern woolen manufacturing concern, with home offices in Georgia, were in Lillington recently to confer with city officials and consider a 50-acre site for the possible establishment of a plant. The name of the company was withheld pending a definite decision.

LANDIS, N. C.—Tower Weaving Corp., with authorized capital stock of $500,000, recently received a state charter of incorporation to deal in textile products. Incorporators are B. B. Bias, W. D. Noah and J. Ralph Linn, all of Landis.

NEWBERRY, S. C. — With the sale of 224 residences, Newberry Textile Mills, formerly the Newberry Cotton Mills, last month completed what is believed to be one of the largest real estate transactions ever held in this section. The dwellings, for the most part, were purchased by employees of the mill.

SPARTANBURG, S. C.—An illustrated booklet, *You and Spartan,* has been issued by the public relations department of Spartan Mills describing machinery, supplies, safety programs, health facilities and general working conditions at the plant. The booklet also lists Spartan products, including sheetings, broadcloths, prints, piques and poplins.

WESTMINSTER, S. C.—The expansion program at Oconee Mills, Inc., is nearing completion. A three-story addition has been finished and machinery installed in part of the new structure. The addition includes about 80,000 square feet of manufacturing space which increases the area for the entire plant by about one-third.

NEUSE, N. C.—Diana Mills, Inc., cotton yarn manufacturing firm located at the Falls of Neuse, Wake County, will continue operating under a receivership at least until about June 1, 1948, according to a recent Federal Court decision.

ASHEBORO, N. C.—At an estimated cost of $325,000, an additional 80,000 square feet of floor space will be added to the present plant of Asheboro Weaving Co., under construction here. The new plant, which eventually will operate 1,000 looms on rayon goods, is a subsidiary of William Klopman & Sons, Inc. The first unit, now under construction, will cost $150,000 and will house 200 looms.

ROCK HILL, S. C.—Industrial Cotton Mills Co., Inc., which operates 29,456 spindles and 1,257 looms in the production of denims and osnaburgs, has been acquired by J. P. Stevens & Co. of New York.

ALABAMA CITY, ALA.—The story of Dwight Mfg. Co. here is told in an attractive 20-page brochure, *Through The Mill,* recently released. Editorial matter is at a minimum in the brochure, with the story being told in numerous, and

excellent, illustrations. The brochure was distributed by Minot, Hooper & Co. of New York, selling agent for the mill.

LINCOLNTON, N. C.—Turner Bros. Mill, which had been manufacturing Velon plastic upholstery material since last May, last month converted its looms to the production of combed broadcloth.

MONROE, N. C.—Beacon Mfg. Co., manufacturer of blankets, has acquired five large warehouses in the Camp Sutton area near here for storage purposes. The property is expected to be occupied by the firm about the first of January.

ANDERSON, S. C.—Ottaray Textiles, Inc., will occupy a plant to be erected here by Anderson Industrial Buildings, Inc. The firm, which already operates a rayon plant in Anderson, requested that a plant providing 70,000 square feet be erected.

Monsanto Offers Cumulative Preference Stock

Monsanto Chemical Co., St. Louis, Mo., Nov. 28 filed a registration statement with the Securities and Exchange Commission covering an issue of 250,000 shares of cumulative preference stock, Series B, carrying a $4.00 dividend rate. The stock will be offered to the public around the middle of December through an underwriting group to be headed by Smith, Barney & Co., New York City, at a price to be fixed by the board of directors of Monsanto. The stock will be redeemable during various periods at premium prices to be fixed shortly before the public offering date. The proceeds of the issue will be used for the general corporate purposes of the company, including its expansion program. During 1946 approximately $23,500,000 was expended on capital additions and plant expansion and approximately $27,000,000 was expended for the same purposes during the first nine months of 1947. The company contemplates a continuation of such expenditures. As of Oct. 31, 1947, the company had outstanding 4,233,503 shares of common stock, 101,390 shares of cumulative preference stock, Series A (convertible into common stock), and $30,000,000 of 2.65 per cent debentures due Nov. 1, 1971.

Paper Textile Items Described In Report

Now on sale by the Office of Technical Services, Department of Commerce, is a report which deals primarily with the manufacture of paper tubes, bobbins, and cones for the textile industry in Germany, prepared by O. T. S. investigators Frank M. Steadman, Henry J. Feeley, and John H. Martin. In general no important advances have been made in the development of these materials, the authors state. On the contrary, quality has declined substantially during the war. However, some operational mechanical practices are of possible interest, the authors believe. Mimeographed copies of the 134-page report (PB-78267, *The Manufacture of Paper, Tubes, Bobbins, and Cones in Germany)* sell for $1.25. Orders for reports should be addressed to the Office of Technical Services, Department of Commerce, Washington 25, D. C., and should be accompanied by check or money order, payable to the Treasurer of the United States.

Promotions, Resignations, Honors, Transfers, Appointments, Elections, Civic and Associational Activities

PERSONAL NEWS

George M. Jolly has rejoined William Whitman Co., Inc., New York City. Mr. Jolly was associated with Whitman for nine years prior to Jan. 1, 1946, when he became general manager of Unique Fibers, Inc., and president of Saxon Sales Co., Inc. A member of the American Association of Textile Technologists, Mr. Jolly is widely known in both yarn and fabric circles.

J. J. Norton, Jr., assistant treasurer and general manager of Gaffney (S. C.) Mfg. Co. for the past three years, has become treasurer of the firm, succeeding W. A. L. Sibley.

Henry Wood, general manager of Oconee Mills, Inc., Westminster, S. C., has been elected mayor of Westminster.

Frederick C. Crawford has been elected to the board of directors of Armstrong Cork Co., Lancaster, Pa. A past-president of the National Association of Manufacturers and a director of the United States Chamber of Commerce, Mr. Crawford succeeds the late W. Gibson Carey, Jr., president of Yale & Towne Mfg. Co., on the Armstrong board.

T. M. O'Neill, for 31 years superintendent of Monarch and Ottaray plants of Monarch Mills, Union, S. C., has retired.

Cantwell Clark, manager of E. I. du Pont de Nemours & Co. nylon plant at Martinsville, Va., has been transferred to the Wilmington, Del., office of the company.

John L. Hutcheson, Jr., president of Peerless Woolen Mills, Rossville, Ga., has been elected to the board of directors of Hamilton National Bank, Chattanooga, Tenn.

J. W. Reynolds will remain as superintendent of Virginia Mfg. Co., Fork Shoals, S. C., which recently was purchased by Reigel Textile Corp., Ware Shoals, S. C., and has become a division of that company.

W. B. Croxton, formerly of Dan River Mills, Danville, Va., has accepted the position of manager of the Aberdeen, N. C., plant of Robbins (N. C.) Cloth Mills, now under construction.

Cary L. Page of Greenville, S. C., president and treasurer of Jackson Mills at Iva and Wellford, S. C., has been elected a director of the Federal Reserve Bank of Richmond.

A. G. Myers has been elected president of the board of directors of Textiles, Inc., Gastonia, N. C.; J. C. Roberts, vice-president and treasurer; A. W. Latta, vice-president in charge of sales; Henry Rankin, vice-president in charge of manufacturing; George B. Mason, secretary; W. T. Rankin, Jr., assistant vice-president for sales; P. H. Thompson, assistant vice-president for sales; Don Maddox, assistant vice-president for manufacturing; H. S. Mackie, assistant vice-president for purchasing of supplies; A. H. Fuller, assistant vice-president for cotton buying; and W. J. Terry and W. L. Wetzell, assistant secretaries and assistant treasurers.

Bernice S. Bronner has been appointed assistant to G. C. Ramey, advertising manager of the textile resin department of American Cyanamid Co., with headquarters at the firm's New York office. For the past few years Miss Bronner has been associated with American Standards Association in charge of consumer goods standards, and prior to that she was for five years head of the textile laboratory at Good Housekeeping Institute.

Charles E. Weeks has been appointed assistant to the operating vice-president of Southern Alkali Corp., Corpus Christi, Tex. A native of Runge, Tex., Mr. Weeks has been associated with Southern Alkali since the firm was established at Corpus Christi in 1934.

Corry W. Lynch, formerly of Charlotte, N. C., and for a number of years sales representative in the Carolinas for Stanley Works, has moved to Greensboro, N. C., where he has organized Lynch Motors, Inc., to handle Lincoln and Mercury cars in part of Guilford County.

J. F. Byrd, director of laboratories at Fieldcrest Mills, Spray, N. C., has been re-elected president of the Rockingham County chapter of N. C. State College alumni.

B. E. Geer, educator, textile executive and former president of Furman University, Greenville, S. C., was to have been honored at a testimonial dinner Dec. 6 in Greenville.

Dr. David M. Musser has joined the staff of Onyx Oil & Chemical Co., Jersey City, N. J., as head of the textile research development division of the Onyx laboratories. A graduate of Pennsylvania State College in chemistry. Dr. Musser holds a Master's Degree from Georgia School of Technology and his Ph. D. from the University of Wisconsin. From 1942 until 1946 he was senior chemist in the research laboratories of Pacific Mills and, until his appointment to the Onyx position, was senior chemist in charge of research on textile finishing treatments with Deering Milliken & Co., Inc.

M. T. McDearmid, superintendent of Douglas Mills, Douglasville, Ga., was to have sought the mayor's post at Douglasville in the Douglasville Dec. 3 city primary.

J. Spencer Love recently was named chairman of the board and chairman of the executive committee of Burlington Mills Corp., Greensboro, N. C. Also receiving promotion was J. C. Cowan, Jr., who was named president of the corporation. Mr. Love formerly occupied the position of president and treasurer while Mr. Cowan has been vice-president. Mr. Love's position as treasurer is being filled by C. Eugene Rowe, former controller general. Other administration promotions include the naming of three assistant vice-presidents, Charles F. Myers, Jr., W. Bailey Sellars, and J. Saunders Williamson.

Louis L. Jones, president and treasurer of Canton (Ga.) Cotton Mills and Lamartine G. Hardman, Jr., president of Harmony Grove Mills, Commerce, Ga., have been named president and vice-president, respectively, of a campaign committee raising funds for construction of Truett-McConnell Junior College at Cleveland, Ga.

Cason J. Callaway, Jr., has been appointed salesman in the industrial fabrics division of the New York office of Callaway Mills, Inc.

William B. Martin of Charlotte, N. C., has been named to cover the Charlotte territory for Textile Specialty Co., Greensboro, N. C., succeeding the late Fred A. Decker, former vice-president of the firm. Mr. Martin will have the same territory, embracing the western part of North and South Carolina which Mr. Decker covered for 22 years.

OBITUARY

John O'Hare Walpole, 68, cotton buyer for Pacolet Mfg. Co., Gainesville, Ga., died recently in Atlanta, Ga., after an illness of six weeks. Surviving are his wife, a son and two daughters.

James Edward Kennedy, 58, who was associated with Burlington Mills Corp., with headquarters in Rockingham, N. C., died Nov. 24 in Rockingham. A former mayor of Clover, S. C., Mr. Kennedy is survived by his wife and two daughters.

Henderson Foundry Operates As Southern States Equipment

Henderson Foundry and Machine Co, Hampton, Ga, now operates under the name of Southern States Equipment Corp. The foundry has been operating under Southern States Equipment Corp. for the past seven years and is one of the country's major manufacturers of high voltage electrical equipment for the power industry. Southern States Equipment Corp. was founded in Birmingham, Ala., over 30 years ago and its equipment is used on power systems throughout the world. Prior to moving of its facilities to Hampton in December, 1945, it took over the Henderson properties in 1940 for the production of ordnance material.

During the past two years, the engineering staff has been greatly increased by the addition of experienced textile engineers, modern foundry methods have been established, and the facilities of the entire plant expanded to keep up with production requirements. The company has pointed out, however, that with the merger of the Henderson name, its plant and facilities, with those of Southern states, the textile industry is not losing an old, established supplier. On the contrary, in addition to the experience of its textile engineering staff and the manufacturing experience gained in over 25 years of service to Southern mills, it is now able to provide the industry with a complete textile, mechanical and electrical engineering, manufacturing and construction service.

Officers of the company are Olan Richardson, president; W. C. Mitchell, vice-president and treasurer; H. A. Stewart, secretary; C. W. Walter, sales manager of the textile division; T. A. Burdeshaw, sales manager of the electrical division.

American Viscose Leaflets Treat Of Rayon Fabrics

American Viscose Corp. has announced the completion of a new, up-to-date study unit, "Decorating With Rayon Fabrics." While this unit was planned especially for home economics teachers, it should prove equally useful to retailers. The unit can be used to instruct salespeople in the basic principles of using fabrics effectively in home decorating.

The entire unit includes four illustrated reference leaflets, plus a subject outline which can be used as a guide to any study based on the leaflets. The leaflets cover such subjects as using fabrics to bring out the best points of a room; co-ordinating furniture and fabrics that are serviceable; care of rayon home furnishings, and selecting fabrics for rayon curtains and draperies.

This material on home furnishings is a part of American Viscose's broad consumer service program, which is geared to maintain an expanding market of satisfied customers for rayon. The company supplies complete, accurate facts about the buying and care of rayon to home economics teachers, elementary teachers, textile school teachers, and women's clubs. The fashion press and women's radio commentators are also kept informed through regular news and feature releases. As a result of this far-reaching program, requests were received during the past year for 12,000,000 leaflets on the buying and care of rayon, and related subjects.

For the Textile Industry's Use

EQUIPMENT – SUPPLIES – LITERATURE

Application Of Dyeometer Subject Of Calco Bulletin

The versatility and convenience of the Dyeometer, an instrument used in conjunction with a photometric measuring device, has been demonstrated in a series of studies involving dyes and textiles. These investigations have been carried out and reported on by the research staff of the Calco Chemical Division, American Cyanamid Co., Bound Brook, N. J. The Dyeometer, described in detail in a recent Calco technical bulletin, gives data on change in the strength and color of a dyebath during the course of a dyeing. Since the most important factor to be considered in the dyeing process is speed, knowledge of the rate at which dye transfers to to the fiber from the dyebath is essential to an understanding of the dyeing process.

Investigations to establish a comparison of the dyeing properties of various rayons and to study some of the dyeing conditions in the dyeing of rayon, were made by G. L. Royer, H. R. McCleary and J. M. A. de Bruyne of the research staff. The result of these studies was presented by Dr. Royer in a paper before the Manchester Section of the Society of Dyers and Colourists, in England. The paper, "Studies on Rayon Dyeing: Application of the Dyeometer," has been reprinted as Calco Technical Bulletin No. 795. Copies may be obtained from the Calco representative or by mailing your request to the advertising department, Calco Chemical Division, American Cyanamid Co., Bound Brook, N. J.

Southern Knotwood Apron Makes Two Appointments

George A. Field has been appointed general manager of Southern Knotwood Apron Co., Charlotte, N. C., and will direct the activities of this new subsidiary of Emmons Loom Harness Co. as well as retain his present position with the parent firm. Mr. Field is well known in Southern textile circles. Another Southern Knotwood Apron appointment has been that of Burnie Jones as director of service and installations of Knotwood aprons. Mr. Jones, a native of Monroe, N. C., has had 15 years' experience with textile aprons and is thoroughly familiar with all types of opening and preparatory machinery.

Mr. Field

Mr. Jones

Southern Knotwood Apron Co. will manufacture and distribute from its Charlotte office at 118½ West Fourth Street a new and improved metallic feed apron for use in cotton, woolen and rayon mills. This metallic apron has been designed for use in cards, openers, dusters, hoppers, blenders, pickers, breakers and garnetts. According to Mr. Field, the original model of this apron was withdrawn from the market in order to overcome certain operating disadvantages which have now been completely eliminated in this new model. Numerous installations of the new Knotwood apron have already been completed in many North and South Carolina mills. Mr. Field is planning a rapid expansion of the company's sales and service force just as soon as production at the Charlotte plant will permit.

Duriron Valve Series Are Presented In Bulletin

A new bulletin released by Duriron Co., Inc., Dayton, Ohio, describes Durco corrosion-resisting, Series 35 Y valves and Series 36 Angle valves and shows their internal construction by means of cutaway views. These illustrations bring out every construction detail and show, in color, exactly which parts of the valve are made of a special corrosion-defeating Durco alloy. Features are listed and a brief explanation of the type of service for which the valves are best suited, is given. The bulletin provides complete dimension data on the various sizes and includes an illustrated parts list. The folder also tells how the valves can be equipped with air operated diaphragm motors for automatic regulation of the flow of corrosive solutions. A free copy of this new bulletin can be obtained by writing to Duriron Co., Inc., Dayton 1, Ohio, and requesting a copy of Bulletin 615.

Tachometers Are Available As Hand Instruments

Multiple range electric tachometers are now available as hand instruments for general purpose speed measurements in either revolutions per minute or feet per minute, according to Metron Instrument Co., Denver, Colo. With an accuracy of one per cent, three separate ranges are provided on a 100 division, 3⅛-inch scale. Type 25A tachometer has ranges of 200 to 2,000 r.p.m., 500 to 5,000 r.p.m., and 1,000 to 10,000 r.p.m. Type 25B tachometer is for low speeds and has ranges of 20 to 200 r.p.m., 50 to 500 r.p.m., and 100 to 1,000 r.p.m. The desired range is selected by means of a simple switch and the instruments are foolproof so that no damage results from selection of an improper range, changing ranges while in operation, or from over-speeding. Operating torque of the head is very small—approximately 1/20 ounce-inch.

The tachometer head is connected to the indicator with an electric cable so that no vibration from the rotating part reaches the indicator and readings are steady. The spindle on the head is the only rotating part and it is mounted by permanently lubricated ball bearings for long life.

Type 25A and 25B tachometers are supplied in an attractive carrying case which also contains two 60-degree cone tips, a hollow cone tip, a tip extension, and one-foot and 1/10 foot circumference discs for measuring linear speeds in f.p.m. Speed adapters are available for extending the measuring speed ranges of these tachometers up or down by a factor of ten to

one. The Type 25A with a high speed adapter can be used to measure speeds as high as 100,000 r.p.m., and the Type 25B with a low speed adapter will measure speeds as low as two r.p.m. The adapters slip readily over the head of the tachometers and actual speeds are obtained by merely adding or subtracting a zero from the indicating reading. Angle adapters are also available for measuring the speed in cramped quarters where the clearance at the end of the rotating shaft is as little as two inches.

Butterworth Tenter Chain Embraces New Qualities

High speed tentering without excessive wear on the tenter chain and without extreme vibration is now being achieved with the "43" Tenter Chain recently announced by H. W. Butterworth & Sons Co., Philadelphia, Pa. The speed of the tentering operation in steaming, drying, starching, mercerizing, dyeing or curing has heretofore been limited by the speed of the chain. At speeds in excess of 150 yards per minute for straight automatic tentering and in mercerizing tenters, the ordinary malleable iron tenter chain wears excessively.

The Butterworth "43" Chain, a hardened steel chain with precision ground surfaces, has been in use for six years, 24 hours a day, six days a week, in one of America's leading finishing plants. Some of the results reveal no appreciable wear on rivets or chain wheels; no signs of wear on guides in which the chain operates; vibration practically eliminated; and reduced wear on control parts of clamp bodies.

Currently, the "43" Chain is standard equipment on all new Butterworth tenters. It is also being used to convert earlier model tenters, both Butterworth and other make, to high speed operation.

Voltage Tester Product Of Ideal Industries, Inc.

A new voltage tester has been announced by Ideal Industries, Inc., Sycamore, Ill., for testing continuity of circuits (AC or DC), 110 to 550 volts AC, 110 to 600 volts DC, blown fuses, grounded side of line, grounded side of motor or appliance, excessive leakage to ground, frequency (25 or 60 cy.) and DC polarity. This new tester eliminates the possibility of error and danger present when using the old-fashioned test lamp. Indications are by a solenoid indicator and a neon test lamp. This gives double protection—each operates independently of the other. Securely anchored two-foot leads are brought out through top of case, which makes it easy to handle and easy to read.

The Ideal voltage tester is sturdily constructed and encased in an attractive, streamlined, plastic case. It has easy-to-read scale calibrated from 110 to 600 volts. Overall length is six inches. Leads are two feet long. Test prod handles are four inches long. Test prods are two inches long. The tester comes complete in carrying case with belt clip. Its weight is eight ounces. All Ideal products are distributed through leading wholesalers.

Davis Will Represent Georgia Webbing & Tape

J. W. Davis, manufacturers' agent, Columbus, Ga., will serve as agent in Georgia, Alabama, Mississippi and Tennessee for Georgia Webbing & Tape Co., Columbus, manufacturer of narrow fabrics. Davis now offers to the textile industry, in addition to his other items, the line of spinning and twister tape, spinning tape sewing thread and spinning tape fasteners of the Georgia Webbing & Tape Co.

American Viscose Seminar Held For Key Employees

The textile research department of the American Viscose Corp. was to have presented Dec. 1-3 its second annual seminar for 19 key employees of the corporation. The main emphasis was placed on the quality of viscose rayon staple, spun rayon yarns and spun rayon fabrics. Highlights included discussions of rayon stabilization, industrial uses of rayon and new fibers and yarns.

The 19 persons attending were William D. Benson, general sales manager; George L. Storm, manager of the staple sales department; Pierre Sillan, manager of the fabric development department; John W. Geary, Jr., manager of the export sales department; and Henry Hamilton, also of the export sales department, all of New York; C. B. Shoemaker, manager of viscose staple manufacturing, and Dr.

Worth Wade, assistant to the president of the corporation, both of Philadelphia; Thomas R. O'Malley, manager of the patent department and two of his assistants, Woodrow Portz and Mrs. Patricia Peake, all three of Marcus Hook; Hubert C. Gainer of the staple process division; Elvin L. Coe, assistant superintendent of the staple development plant; Norman S. Welton, head of the staple department, and Arthur D. Yaussy, control chemist, all of Nitro, W. Va.; Paul R. Gibson, plant chemist, and Thomas L. Nash, supervisor of the staple department, both of Parkersburg, W. Va.; J. B. R. Long, head of the spinning department; Harry Snyder, foreman of the staple department, and C. Fisher, chemical engineering department, all of Front Royal, Va.

Chatham In Production Of Woolen Slasher Cloth

A fine woolen slasher cloth is now in production at Chatham Mfg. Co., Elkin, N. C. Made with the same care and skill characterizing the manufacture of Chatham blankets, upholstery fabrics and homespuns, the slasher cloth has been thoroughly tested in some of the country's largest mills and has been reported to give long service. Oliver D. Landis Co., Charlotte, N. C., will be exclusive distributor of Chatham slasher cloth in the United States.

Hercules To Manufacture Low-Cost Resin Alcohol

Commercial production of a new low-cost resin alcohol made from rosin, which has potential application in the textile industry, has been announced by Hercules Powder Co. The new product is called hydroabietyl alcohol. It is the first commercially available primary alcohol to be developed from rosin, one of the cheapest organic acids available. It represents the latest in a long series of chemical products developed by Hercules in more than a quarter century of research in rosin chemistry.

Hydroabietyl alcohol is a viscous liquid at room temperature. It is colorless, tacky, and not miscible with water, in contrast to more commonly used alcohols. Of all rosin derivatives, it is the most resistant to discoloration and degradation by light or air. The similarity of the properties of hydroabietyl alcohol to the properties of other high molecular weight alcohols, plus the fact that it is resinous in

nature and low in cost, indicates a wide variety of industrial applications.

Commercial production of hydroabietyl alcohol will be carried out in a unit of Hercules' new plant at Burlington, N. J. This $3,000,000 plant, considered the most modern synthetic resin plant in existence, was designed especially for the production of chemicals derived from rosin.

Flovis Is Glyco Item For Stabilizing Solutions

Development of an effective starch stabilizer for fluid or heavy paste starch solutions such as those used in textile processing and adhesives is announced by Glyco Products Co., Inc., Brooklyn, N. Y. The new stabilizer, called Flovis, is added to the starch during the boiling process in amounts of from 0.5 per cent to two per cent of the weight of the starch.

Solutions made from starches to which the stabilizer has been added remain more fluid since Flovis retards "set" and prevents lumping. Even if "set" ocurs, the effectiveness of the stabilizer is not lost since the "set" can be overcome readily by simple stirring. Besides proving more effective in direct comparison with older materials, Flovis is also more economical since less of it must be used to achieve the desired results.

Steryl Is Disinfectant Of Service Industries

A new dry chemical compound dispensed in small convenient capsules for general disinfecting, sanitizing and various preserving and sterilizing requirements is being manufactured and marketed by Service Industries, Philadelphia, Pa. Known as Steryl ,the compound in one capsule mixed with one gallon of water produces a germicide which, according to the manufacturer, is 27 times more effective in killing power than carbolic acid for destroying communicable disease germs and most parasitic bacteria. However, it is said to be just as safe to handle and as harmless to the skin, materials and painted surfaces as the water it is mixed with. The product is said to have excellent penetrating qualities providing intimate contact with micro-organisms. It is further claimed that one capsule of the compound dissolved in two gallons of water has much more germicidal power and residual effect to inhibit surfaces from recontamination than iodine, without the stain and sting.

Viscose Reports On Its Consumer Service Program

Facts and figures about American Viscose Corp.'s consumer service program is contained in a booklet, *Winning More Friends for Rayon,* recently published by the corporation. It consists of reprints of a series of ads run in *Daily News Record* and *Women's Wear Daily* telling about the programs and how they reached 12,000 women's clubs, 88,000 school classrooms, 1,500 radio broadcasts and 22,000 newspaper articles. "These advertisements were used, and reprinted in this folder, because we feel that our Consumer Service Program is of interest—and direct benefit — to everyone who manufactures, distributes, or sells rayon," the company says in the foreword.

Book Lists All A. S. T. M. Standards On Materials

The 1947 edition of the compilation of A. S. T. M. *Standards on Textile Materials, With Related Information,* gives in the latest approved form the some 85 specifications, tests, tolerances, definitions and terms on a wide range of textile materials. This 530-page book includes in addition to the standards, considerable other related information, and data on A. S. T. M. Committee D-13, which sponsors the publication each year. The first section relates to general methods and specifications covering such subjects as the following: definition of terms relating to textile materials; identification of fibers; fastness to light; fire-retardant properties; resistance to insects, etc. The sections following cover asbestos; bast and leaf fibers; cotton (about 100 pages); glass textiles; rayon and silk; and wool. Several proposed methods are detailed that have not been approved, but comments and criticism are invited. Some of these are accelerated aging, estimating the clean wool content in wool in the grease, evaluation of properties related to the hand, specification and test for fire-retardant properties of treated felt. The book also includes data on basic properties of fibers, yarn number conversion table, and table for relative humidity. In the section involving papers, there are two contributions which cover, "A Stress-

Strain Tester for Textiles Employing a Magnetic Strain Gage" by J. W. Ballou, and the other "Measurement and Elimination of Inertia Effects in Textile Testing Equipment by Means of Electric Strain Gages" by Herbert F. Schiefer. Copies of this book, in heavy paper cover, may be obtained from A. S. T. M. Headquarters, 1916 Race St., Philadelphia 3, Pa., at $4.00 each.

Temperature-Calibrated Potentiometers Available

Rubicon Co. announces a new series of direct-reading temperature-calibrated portable potentiometers for use in laboratory and plant. Ten standard catalog models calibrated over a wide range of temperature, for use with copper-constantan, iron-constantan or chromel - alumel thermocouples, are available. Special ranges can be supplied when required. Calibration may be had in either Centigrade or Fahrenheit degrees. Four models are listed with Rubicon high-sensitivity multiple-reflection Pointerlite galvanometers affording substantial improvement in sensitivity over that previously available on low temperature ranges. Accuracy in keeping with the high sensitivity is assured by special structural features which maintain the thermocouple reference-junction and the automatic reference-junction compensator at substantially equal temperatures, irrespective of changes in the ambient temperature. Complete technical description with limits of error and prices are included in *Bulletin 270,* available on request from Rubicon Co., 3673 Ridge Avenue, Philadelphia 32, Pa.

Oscar Heineman Purchased By Aetna Industrial Corp.

Aetna Industrial Corp. of New York City has announced the completion of negotiations for the purchase of all of the outstanding capital stock of Oscar Heineman Corp. at Chicago, Ill. Oscar Heineman Corp. was founded in 1893 by the late Oscar Heineman and under his direction grew into one of the largest processors of yarn in the industry. As of Dec. 31, 1946, the company's capital and surplus was in excess of $3,800,000; and as of Aug. 31, 1947, the basis of the sale and purchase, capital stock and surplus was in excess of $3,900,000. Donald G. Brewster, who has been associated with the company since 1921 and has spent most of his business career with the concern, will be named president and general manager. He has headed the company as vice-president since the death of Mr. Heineman.

Every effort will be made to continue the company's traditions which were firmly established in the industry by Mr. Heineman, it is stated. Present floor space area occupied by Oscar Heineman Corp is 286,000 square feet housing 116,000 spindles. It is the firm's intention to dispose of all excess machinery, including all of the silk spinning and throwing equipment. Operations will be carried on with the present management and personnel and as of Oct. 31 the company began operating as Oscar Heineman Corp., division of Aetna Industrial Corp.

Goodrich Catalog Presents Fire Fighting Equipment

A new catalog section on its line of industrial fire hose for mill and plant protection has been published by B. F. Goodrich Co., Akron, Ohio. Copies are available upon request. The catalog section describes the construction methods by which the hose is built, materials used, and some of the tests used to guarantee that it will meet the requirements of fighting fire. Approximate data is included on the sizes, approximate weights per 50 feet coupled and uncoupled, and initial test pressures. Couplings are included, as is rubber covered hose used for many purposes in oil refineries and chemical plants.

Automatic, Self-Priming Allis-Chalmers Pump

Allis-Chalmers' automatic, self-priming pump equipped with a new type automatic spring valve which is said to give faster, smoother transition from priming or vacuum pumping to straight centrifugal action, is described in a new eight-page illustrated bulletin released by the company. According to the bulletin, the pump's portability, rapid installation, quick priming features, and non-clog design of its open impeller types, makes it a valuable tool in almost every industry. It is adaptable to any drive and is available in five sizes to cover ranges and conditions diagramed in the bulletin. The pump's simple design, which is graphically portrayed, makes for easy maintenance of its vital parts. A copy of the bulletin, No. 08B6319B, is available upon request from the Allis-Chalmers Mfg. Co., Milwaukee 1, Wis.

CLASSIFIED DEPARTMENT

POSITION WANTED

as overseer of carding; 20 years' experience as overseer; I. C. S. graduate; age 47; family of four. Can furnish best of references. Will go anywhere. Will take either day or night job.

Write "O. O. K.," care Textile Bulletin, P. O. Box 1225, Charlotte 1, N. C.

WANTED

2 Saxmayer Model 9 Tyers.
State condition and price.

Write "Tyers," care Textile Bulletin, P. O. Box 1225, Charlotte 1, N. C.

TROUBLE MAN — Experienced Card Overhauler, formerly overseer carding, available for grinding, clothing, overhauling. No job too large or small. References. Address "Card," care Textile Bulletin, P. O. Box 1225, Charlotte 1, N. C.

GENERAL OVERHAULING, moving and erecting textile machinery. Over 20 years of experience. Alfred M. Davis, Phone Dearborn 6324—1450 Memorial Drive, S.E., Atlanta, Ga.

JOB AS OVERSEER—Spinning, Twisting, Winding, and Spooling; 25 years' experience; will furnish reference. Can accept job on or by January 1, 1948. Have been out of mills since 1945, with own business at present time, but prefer mill work. Write "W. D.," care Textile Bulletin, P. O. Box 1225, Charlotte 1, N. C.

POSITION WANTED as fixer or overhauler in carding department. 11 years' experience. Now employed. Best of references. Address "L. E. H.," care Textile Bulletin, P. O. Box 1225, Charlotte, N. C.

POSITION WANTED—Experienced cloth room overseer available; sober, very reliable, experienced all grades cloth. Good manager of help and best of references. Write "L. C. Y., care Textile Bulletin, P. O. Box 1225, Charlotte 1, N. C.

INDEX TO ADVERTISERS

Responsibility And Relationships Of Supervisors

(Continued from Page 24) in it. Many of the foremen had something to say on it, and from different angles. The conclusion to which they came was that all people are sensitive, though some are more sensitive than others, and some are more sensitive at certain times than they are at other times. To put it another way, any person worth his salt has pride and self-respect, and this admirable attribute should be respected by all who deal with him. We have to realize that all people are sensitive to a certain degree. That is not criticism, because by that we are saying that all people have feelings and human emotions; and we have to respect those feelings and those emotions if we are going to get along with people. Another conclusion arrived at in this discussion was that when you understand a sensitive person you can get along with him or her. In other words, it comes right back to the inevitable fact, which I have stated before, that to get along with people you must know and understand them.

(3) *Initiative, imagination and ambition* — My father used to tell me that if a man ever got to where he could not learn anything else he might as well be shot. I myself believe that. A man told me something once about his father, who was a foreman in a certain mill and was getting along in years. The man said his dad told him the mill was putting in training classes for foremen and he did not see what in the world they wanted with training classes, that he was 60 years old and by that time he knew all he was going to did not know it. I have talked to lawyers 72 or 73 years old, and they tell me they learn something new about law every day; and I have talked to doctors older than that, and they tell me they learn something new about medicine every day. If we have gotten to the point where we think we have learned everything about our jobs then we had better take an inventory, because we have passed from a living life to a living death so far as our value to our company goes.

These three qualifications — initiative, imagination and ambition—can be and have to be continually cultivated. A good foreman is thinking continually about his job and about ways in which he can improve himself in handling his job. To think really clearly, a person has to have imagination. One of the main duties of a foreman is to plan his work properly. This requires continual thought and initiative. If a foreman is in a constant state of indecision because of lack of initiative and imagination and because he has not properly planned the work of his department, this indecision will be transmitted into the minds of the people under him and is sometimes the cause of a confused situation in a department which the foreman who caused it is totally at a loss to explain or understand.

(4) *Judgment, experience and common sense*—To my mind, these three qualifications are definitely interrelated. All experience adds to the scope of a person's judgment. It is true that a person can have judgment o fa sort without a world of experience, and it is true also that a person can have a world of experience and still be lacking in judgment, but the wise man is the man who learns by experience. Remember that one of the main qualifications necessary to handle any job is the use of good old common sense, sometimes called "horse sense." A person who uses this is hardly ever at a loss, whether in an emergency or in handling the everyday routine. First get the facts, be sure you understand what they mean, weigh the facts, and then make your decisions. When in doubt on any point, if possible, consult your superiors. Remember the old saying: "He who knows not and knows that he knows not is wise. He who knows not and knows not that he knows not is foolish."

In order to transmit an order and to carry out that order, the foreman must first understand it and then see that those to whom he gives it also understand it. The man giving the order must put himself in the place of the man to whom it is given and realize that, although he himself understands the situation, the man to whom the order is being given does not always have all of his knowledge and that the empty spaces must be filled in with explanations. I know all of us are glad that the old days of "Do it or else" are gone—in this part of the country, at any rate. The old way was "Do it because I say so, and if you can't do it go get your time." Those days are gone, and every man here is glad of it. If we take a man who has no thought of insubordination when he asks us why we want him to do a certain thing and tell him why, and he understands it, he does it with a will instead of with a feeling of being driven. If we tell him why we want him to do it, then he is being led; he is not being driven; and a leader of men never has to be a driver of men.

(5) *The ability to co-operate*—With the foreman this means not only the ability to co-operate with the people over him and with other foremen but also the ability to co-operate with the people under him. I once heard an old soldier say that if an officer looked after his men, his men would look after him. To put it another way, the ability to co-operate and also the ability to get along with people are both contained in a proper application of the Golden Rule which has come down through the ages and which, in effect, says: "Do unto others as you would have them do unto

you." If you are a superintendent working with a foreman, just treat that foreman as you would like to have him treat you if he were the superintendent and you the foreman, and you will have his co-operation and his respect. If you are a foreman dealing with a man in your department, just treat that man as you would have him treat you if he were the foreman and you the worker, and you will have his co-operation and his respect. In doing this, please remember that a person's idea of whether the Golden Rule has been properly applied to him or to her depends upon whether the person applying it has a real understanding of all the surrounding circumstances and conditions. The person applying it must put himself in the other person's place and act accordingly. It does not mean just to treat the other man as you would like to have him treat you, with your knowledge and with your sense of fitness, but to put yourself in his place. Think of those men, with their work and with their upbringing, and think if you were one of them how you would like to be treated, and if you will treat them in that way they will follow you from then on. One of the reasons for the great progress this country has made is that it was founded upon the principle that all men are born free and equal and that all men should be treated accordingly.

In order to have a department well run a foreman can not play favorites. To you, as a leader of men, one man is the same as any other man. They are all employees of your company and they are all working to help you, and all of you are working to make your company successful. You may not like the way a man parts his hair in the middle, and you may not like another's gold tooth, but that does not make a bit of difference in the way you handle them. If you play favorites it will backfire every time, and you all know that without my telling you.

(6) *Self-respect, character, and the ability to command respect* — By self-respect I mean the proper handling of one's self. To handle himself properly a person must have character and pride and self-respect, without conceit. A man who is afraid of his job can not have these qualities. In other words, handle the job and don't let the job handle you. One who is inclined to jump at conclusions can not command respect. Another important ingredient is firmness. Don't let yourself be turned like a weather vane—whichever way the wind blows. After you have gotten the facts and arrived at what you believe to be a good, wise and just decision, then have the firmness and nerve to carry it through; but, on the other hand, if you see that you have made a mistake, be man enough to correct it immediately, remembering that "A stitch in time sometimes saves nine," and that the earlier a mistake is corrected the less disastrous the results may be. Be man enough to own up to your mistake and to correct it, and do not ever try to pass the buck to a man under you or to anybody else. That is not square dealing and is not fair play.

Courtesy and tact are also two important components of handling a job so as to command respect. Learn how to disagree with a person without being disagreeable. Learn how to discuss instead of argue. Above all, never allow yourself to get in the position of having an argument with a man under you. It decreases his respect for you and may make him an enemy if he is not handled in the right way. Always use discretion. Never use four words when one

word will do; or, to state it another way, deliver your words not by number but by weight. Remember the advice of one of the old philosophers, who said: "He who knows not when to be silent knows not when to speak."

I realize that in the above paragraphs I have listed more nearly the qualifications for a perfect man than I have those for a foreman or a manager. But let's all remember those qualifications and let's remember the Golden Rule in dealing with people, and in striving to attain that perfect state we may arrive at something closely akin to it, which is as much as any human being can expect. Certainly any foreman who has the qualifications I have named is prepared to cope with his duties and his responsibilities. Let's list those now. The foreman's duties and responsibilities might be outlined as follows: Planning and meeting schedules; controlling quality; utilizing labor; constantly improving the methods of production; reducing costs, waste, and seconds; controlling inventory; care of equipment; maintaining morale; proper handling of complaints; fairness with personnel; selecting personnel, when in the foreman's province; training personnel; maintaining discipline; carrying out instructions; co-operation; selling and enforcing company policies; and keeping superiors informed.

I have not tried to list these in order of their importance. I think they are all important. Summing these up in another way, we might say that the duties and responsibilities of foremen, and of all management, are to maintain quality production at the lowest possible cost and at the same time maintain a high morale among all employees. Now, what is a definition of morale? Morale could be defined as a feeling which people have for the other people with whom they come in contact and for the organization with which they are connected and for each other. If we can ever get our employees to say that they are working in the best department under the best foreman in the best company under the best management and in the greatest country in the world, that is morale. To have that morale, the employees must feel that you are treating them right, that the company is treating them right. You cannot tell them one day that they are being treated fairly and have them believe it at once. It is something that has to be instilled into their hearts and minds over a long period of time. You can not tell them and have them believe it is true; you have to live it, and then they will believe it. And that is the whole cornerstone of good human relations.

If you think a little further into the economics of the thing, you will realize there are three "musts" for a successful company: The materials must be bought right; the goods must be made right; and after the goods are made they must be merchandised in the right way. It is the duty of all management to bring the employees to a realization of the fact that their jobs depend upon their company's selling its products and that if their company can not sell its products their jobs can then no longer exist. In order for a company to sell its products, these products must have a real value in competition with the products of other companies. The workers must have a pride in their work and a pride in their product in order to produce this value. It all goes back to the fact that all employees of a company must work as a team to attain this goal in order that the company may survive and thus continue to furnish a livelihood for its employees. If the Proximity Mfg. Co. does not buy its materials right and does not make its goods right and does not sell them right it will not be in business ten years from now, and if that company is not in business ten years from now many people will have no jobs. So I say it is up to all of us to work together and pull together as a team, so that we and our companies shall have a secure and a successful future. •

Fabricators Find Velon Versatile Material

Velon plastic materials developed by the Firestone Tire and Rubber Co. are now being marketed in three major forms for product fabricators. As a film, Velon is used for rainwear, table cloths, window and shower curtains; as an embossed or glossy covering in heavier gauges it is applicable to luggage, handbags, upholstery and book binding, and as a filament it is utilized in screening, special purpose upholstery and textiles. It is produced and distributed by the Firestone Plastics Co. In 1937 the company started development work in extrusion of plastic filaments. A fine monofilament suitable for woven fabrics was finally turned out, and its excellent characteristics encouraged Firestone to launch a development and production program that led to incorporation of the monofilament into certain high-grade fabrics. The war, however, caused conversion of production to plastic screening for use by the armed forces in anti-malaria campaigns in the humid tropics, where metal screening rapidly rusts away. This severe testing of Velon screening in Pacific jungles, in addition to practical testing of woven Velon fabrics such as upholstery during the war, proved to consumers and to Firestone that the new plastic was ready for distribution to the public. Following reconversion, Firestone began producing Velon products for general civilian uses.

Make Your Mill Safe

(Continued from Page 26) done by notices on the bulletin board or by publication in the company paper. Often the department foreman will find it advantageous to discuss the plans with the people in his department.

Organized educational work—The need for special standards as regards safety rules and methods in each plant is apparent. Also, the investigation of accidents and the dissemination of correct information regarding them is an important part of the program. Often a safety committee composed of employees can handle this work to advantage. Much good can come from discussing the plant's safety program with the prospective employee in the employment office. His interest in safety can be gauged and encouraged, and oftentimes details of precautions taken can be pointed out when he is first introduced to the department.

Engineering revision of machinery, equipment and processes—As much as possible, safety precautions should be taken in machinery and buildings when they are constructed. As a general rule, mechanical guards applied as an afterthought are makeshift or temporary in character at best. While safety precautions should be included as a part of the original design, much can be done, however, to simplify methods by the proper arrangement of equipment and processes in the plant. Layouts should be made in the engineering department, with safety as a paramount feature.

Once you have embarked on an accident-prevention campaign, it is necessary to keep up interest in it. Several very good features are already in use in many plants. (1) Keep the safety program active by means of (a) posters, (b) congratulatory messages to individuals and departments, and (c) articles on safety topics in the company paper. (2) Make awards for maintaining good safety records to (a) the individual and (b) the department. These are especially good if attended by some publicity, as for instance a prize drawn by an employee in the department establishing the record. (3) Hold department meetings to discuss (a) new and safer methods, (b) safe use of new materials, (c) safety features that should be incorporated in new machinery, and (d) more convenient machine layout. (4) Train employees to be safe workers by (a) analyzing jobs from the safety standpoint and (b) placing precautionary signs and instructions on hazardous tools. (5) Set up safety rules (a) based on common sense and (b) enforced sensibly and intelligently but surely.

The diversity of textile production and the variety of equipment in the plants require broad knowledge and experience to foresee and obviate many of our accident hazards. Advantage should be taken of specialized services and information that will be found available from national organizations as well as from company sources.

Mechanical safeguards are in large measure specified by legal codes and insurance regulations. Oftentimes standard designs of protective methods and working drawings are available from safety organizations. A general rule in recognition of probable hazards is to maintain guards on all moving objects less than six feet above the floor in which clothing or parts of the person may be caught. Recognize the inherent hazard of electricity and be sure that full electric safeguards are provided. We all know about the danger of shock that exists in our high-voltage transformer stations, power lines, and power-current-carrying devices. It has been found that under damp conditions low voltages can be almost as deadly; when the body resistance is sufficiently lowered, any voltage forcing as much as 1/40 ampere of current through the body may prevent release of the charged object, and fibrillation of the heart may follow continued subjection to the low-voltage electric charge. Small electric tools and similar devices should be provided with efficient grounds. Exposed switches and fuses should be replaced by safety types.

Chemical hazards are found in most of our plants. Every precaution must be taken in handling acids, caustics and alkalis. Even the fumes may be deadly and can result in poisoning or suffocation. Fires and explosions can result from the careless handling of some of the chemicals we use.

Materials handling affords its own series of accident hazards. Hardly a month goes by without reports of strains and ruptures from unsafe lifting practices. Homemade devices such as hydraulic warp-beam-handling trucks, the dye-beam-handling device recently designed at one of the mills,

and other similar developments indicate how such handling methods can be simply improved. Other homely aids, like the wearing of gloves to protect the hands against warp or rough objects, are often effective. Elevators and hoisting equipment must be kept in the best condition and be regularly inspected. Exhaust systems may be employed to remove fumes, dust and vapor. Such systems are not necessarily mechanically-driven fans; quite often windows and monitors are equally as effective and more dependable.

The best hand tools should be used, and tools fitted to the work will prevent many a skinned knuckle. Shop-made tools should be made from only the best materials, and they should be maintained in workmanlike manner. A chip from the mushroomed head of a cold chisel, for instance, can put out the eye of a fellow workman 30 or 40 feet away. Welding is done at very high temperatures—the arc crater of an electric weld is said to approach 7,000° F. While the voltage on electric welders is about 50 volts, perhaps, this voltage is not safe in damp locations. Eyes, unless protected, may be injured by continued exposure to ultra-violet and infra-red rays given off in the welding process. Excessive amounts of gases, fumes and dusts are sources of real hazards; lead-coated objects may give off poisonous lead fumes. A particular hazard in this connection is the metal spray gun used in some of our shops for building up worn shafting, etc.

Fire and panic must be anticipated and provided for. We must maintain adequate fire-fighting organizations and see that they are ready to function in times of emergency. Fire pumps must be kept ready for use when needed. Let's err on the side of safety in providing sprinkler and hydrant protection throughout our properties. Above all, let's be sure that ample unobstructed exits from every location in our buildings are available for use by our people in case of sudden panic.

Fifteen requirements covering engineering design and factory layout for safety have been accepted as authoritative in design. We can adopt many of these to advantage in our own operations. (1) Provide ample space around machines and process units for operation, repair, and material. (2) Arrange machines and units in logical sequence. (3) Select machines and units of correlated capacity, so there will be minimum banking of material. (4) Install a sufficient number of units to permit time for ordinary adjustment and repair without curtailing over-all production. (5) Provide efficient, safe and flexible facilities for moving materials in process and removing finished work. (6) Provide ample and convenient facilities for packing and stowing materials, parts and finished goods. (7) Provide ample and direct approaches, aisles, stairs and other passageways, free from obstruction. (8) Select central locations for elevators, tool storerooms, washrooms, toilets and first-aid rooms. (9) Provide exits ample to evacuate the working force rapidly in case of fire. (10) Provide a power system with minimum voltage exposure and minimum mass and individual exposure to human contact. (11) Provide means for the safe and quick cut-off of mechanical power, electric current, steam, gas and liquids, not only to individual machines and units but also from rooms and buildings. (12) Provide heat, ventilation, air conditioning and facilities for the removal of dust, fumes, steam and vapors. (13) Provide adequate natural and artificial lighting wherever employees work, pass or congregate. (14) Provide proper housekeeping. (15) Provide for the safe routing of outside traffic, both pedestrian and vehicular.

High standards of maintenance and plant housekeeping should be required in all our operations. Maintenance of machinery as well as of buildings should be from the safety as well as the productive point of view. Let's have orderly locations for hand trucks and other similar equipment and keep such equipment in zoned spaces. Good housekeeping will remove many hazards that result in falls. Proper lighting is an essential adjunct of good housekeeping.

The objects of safety inspection are (a) to locate hazards, (b) to assist in eliminating hazards, and (c) to find out if everything is in satisfactory condition. When our machinery and buildings are being maintained as we like them, the last type of inspection will be the sort we shall make. The schedule of inspection should be sufficient to insure that developing hazards are recognized and corrected before accidents occur. As a practical matter, the inspections should be set up on a regular schedule. This may vary from a weekly to a monthly schedule, as conditions in the plant dictate. Particularly with bi-weekly or monthly schedules, occasional intermittent inspections that may reveal conditions not evident during regular inspection periods will prove quite helpful. Special inspections to investigate increased accident rates or reported conditions may be called for. Such inspections made in company with a government inspector, an insurance inspector, or a deputation from a fellow plant can be particularly valuable. The underlying motive of any inspection must be, of course, to improve unsatisfactory conditions.

Reputable manufacturers of industrial equipment are

deeply concerned over the safety of their products. Generally, such manufacturers maintain safe conditions in their own plants, and they want to deliver machines that will prove safe in ours. They do not, as a rule, operate the equipment they manufacture, and it is often advantageous to have the ultimate user point out safety features that can be incorporated.

Many times co-operation between the machinery buyer and the operator will result in the disclosure of unsuspected hazards in the proposed standard equipment. Such hazards should be reported to the manufacturer, for they can be best overcome in a re-design of the machine by the manufacturer before he begins building it. Safeguards on special equipment should be carefully determined before its purchase. Oftentimes consultation between the department foreman, the master mechanic, the safety director, the buyer and the manufacturer's representative will result in the acquisition of a much improved machine.

Accidents that occur in the plant must be carefully studied and analyzed to prevent their recurrence. A report setting forth the details of the accident should be prepared while the facts are available. The accident investigation should be made by a competent and skilled investigator of the highest integrity. He should make the investigation promptly and state all the facts honestly. This information will be of the highest value in preventing future accidents and may have legal usefulness. Accident records and reports should be carefully kept for comparison with the department's own subsequent records. This will enable the results of the safety campaign to be judged accurately and will quickly indicate the increased accident frequency requiring special investigation. The record will also be valuable for checking the plant's experience with the records of similar plants in the industry.

According to authorities, over 90 per cent of all accidents are preventable. In other words, if the proper precautions had been taken at the right time by the right person, nine out of ten accidents that occurred would never have happened. It is only reasonable to believe that a worth-while part of that 90 per cent of unnecessary accidents in which someone is hurt, loses an eye or an arm or is killed, can be prevented by corrective measures taken in time. Accomplishments have clearly shown that accident reductions in sizable value have resulted from planned campaigns of accident prevention in many plants. Associated with these economic returns are the enormous social benefits that accrue from reduced human suffering and mental agony associated with accidents. In our own mills the prevention of accident, whether it might cost someone a day's loss of time or his life, deserves the best thought and the best effort we have to give.

Gandhi Weaves Cloth As Gift For Elizabeth

As a wedding gift for Princess Elizabeth, Mahatma Gandhi presented the Princess with a hand-woven tablecloth which he was 60 days making. Using coarse yarn, the Indian political and religious leader first spun the yarn on his hand-operated spinning wheel and then wove a small rectangular cloth piece which was dyed in red and green—colors in India's new national flag. Wishing his gift to be symbolic of India's poverty and simplicity, the Mahatma chose khadi, a coarse cotton, product of the soil, as the medium.

Miasmic Minds In Morals

(Continued from Page 30) and ardently desired philosophies among the groups (this is the way that national life must now be considered) is what is known as laissez faire —non interference. This philosophy was predicated upon the theory that groups of individuals in their social and economic life would naturally and normally make their adjustments as the exegencies of conditions demanded. The slogan had the true ring of freedom about it. No interference with business, no interference with labor, no interference with any of man's desired freedoms. The fallacy of this philosophy is too evident to need discussion. The lobbies and legal enactments in Washington are too powerful in their expressions to argue the sanity of such a philosophy at this period in the social development. The mind and morals of society have not yet developed sufficiently in order for such a philosophy to be of value. In a utopian society such would be possible, but the remoteness of that period makes its applicability impossible.

It is said that Horace Mann was a great believer in public schools, compulsory public school attendance, because he was obsessed with the idea that knowledge of matters would enable people to judge between values. His great mistake was that education is not enough. Education must rest on the subsills of morality and as yet the public schools have not distinguished themselves with the vast number of moral giants they have developed. This statement does not cast any aspersions upon those who attend public schools. Perhaps sufficient emphasis has not been given over the long period of their existence. Perhaps the public schools reflect the moral atmosphere of the communities in which they are located. This may be another one of those baffling propositions as to which comes first, the hen or the egg. There is more of a lag in spiritual development than there is material development. The handling and disposition of the materialities of life indicate the type of moralities that society possesses.

Dr. Harry Emerson Fosdick says that civilization is represented by the gadgets of life — the things, the uses to which they are put represents the culture—the morals of the nation. Culture is the deep and abiding spirit of mankind motivated by the highest form of ethics hunting for the values of life that express themselves in eternity.

No really great mind, or man, has written his name large in the progress of the world who has not been dominated by majestic morals whose influence has never died. They must be persistent and never wavering.

The writer has just finished reading "Raffles of Singapore." It is a biography of one of England's great men. It is the story of a boy born in an obscure—at least semi-obscure—family, who caught a vision of high moral quality in his early teens. He followed it—he fought and suffered. He came to the East India Co., he went to Malacca, Java, India. He struggled with greed and graft, with political and colonial intrigues with righteous indignation and moral courage. He conquered. He was knighted and in addition to establishing the great English stronghold at Singapore, he scattered a liberal philosophy of democracy and freedom in every area he visited. No man in England in the early years of the nineteenth century stands higher. He had no miasmic mind. His morals were not based upon any formal religious faith. They were resting upon eternal bases so much so that today, every man in England who knows about him speaks of him with pride and respect.

James Truslow Adams in his "Epic of America," in discussing the greeds of the trust groups at the end of the nineteenth and the beginning of the twentieth century, after censoriously lambasting their philosophies and plans rather graphically inserts the following paragraph:

"In what is known as the Jurassic period in the geological history of the earth, there suddenly developed in the course of animal evolution a vast number of huge reptile which numbered among their species the largest animals ever known, some of them 50 feet long or more. A fortuitous combination of evolutionary factors produced these rulers of the sea, land, and air which by sheer bulk, physical strength and weapons of offense seemed destined, once they had appeared, to dominate the world. They roamed the continent aeons before our story begins, and even now their fossilized skeletons, in our museums, of terrifying size and with jaws filled with 200 or more teeth, appall us. But nature proved that mere size was not a final factor in development, and somehow, these colossal creatures failed in efficiency and adjustment, and passed from the scene—it is probable the dinosaurs passed because of a lack of brain power."

Is it impossible to think that these modern conflicting groups, all of which are necessary to the progress of society, will some day be extinct because of a lack of moral understanding and applications so that all may live?

There was once a governor of one of our states who was in office at the time a very prominent citizen involved in a political dispute was killed. Those who were allegedly involved in the murder were legally tried and convicted. Immediately they were pardoned by the governor before they left the court room. This and other acts, possibly induced by alcoholism and a miasmic mind, indicate that he was far from the standards of moral rectitude. In latter years, he found his high moral sense and became an outstanding figure in the nation until his death. When he finally found out what had happened to him he remarked, "I did not realize how far astray I had gone."

In this world of stress and strain, of pressures and exigencies, too many people do the expedient and what may seem the necessary and natural thing to do. They are so involved with things, many do not take time to decide upon the real values of the policies they are pursuing.

If only some external force or some internal explosion must be necessary to finally impress upon this nation that this is still a moral world and that science has not destroyed God nor abrogated His principles, it will be too hard, because this is a wonderful nation in its unused or misused power.

If some revolution or force should destroy the "democratic dreams" of this nation, it would be not because of any scarcity of materials but because of its abundance it was ignorant of how to distribute, and because its fine citizens, divided into groups because of greed and power, could not finally find the moral philosophy sufficiently acceptable and binding which would permit them to live together in peace and harmony. This is serious to think about because America is the last and most important outpost of civilization and democracy.

There is a serious trend in this story. It is not an exegesis of pessimism and gloom and hopelessness. There is something that needs to be added to this scientific age, this atomic age, and that something is a deep sense of piety and an acute and active moral factor. Nor does this thesis imply that morals are entirely lacking in this age. The idea intended to be conveyed is that the old basis for morality needs to be taken out and studied carefully and made more active.

Maybe some new ideas or at least an outline of some ideas that can help us in searching for a moral purpose, can be of value. Since Mr. Carr, in his book referred to in this article has made such an outline of some of the principles likely "to make a wide spread appeal to the contemporary world and to provide the sense of a common purpose essential to the survival of civilization," I again quote basic excerpts from him, emphasizing the fact that life must be purposeful and be gathered around ideas that all people can understand and accept—the moral purpose. Mr. Carr writes:

1. "The new faith must speak in positive rather than negative terms, striving for the achievement of good rather than the suppression of evil. This good does not mean a self-centered good, but a social good for all people.

2. "The new faith must restore to the individual, the 'little man,' his sense of being the constituent member of the community, and thus make democracy once more a reality.

3. "The new faith must address itself continually to the solution of 'economic pressures;' for the running sores of our pre-war social order—unemployment and inequality—were predominantly economic.

4. "The new faith will approach post-war unemployment, not so much by way of prevention as by way of the creation of needs vast enough to make a full call on our

resources and morally imperative enough to command the necessary measures of sacrifice to supply them.

5. "The new faith will have to revive and renew the ideal for equality of economic opportunity.

6. "The new faith will lay more stress on obligations than on rights; on services to be rendered to the community rather than benefits to be derived from it.

7. "The new faith will study anew the relationships between liberty and authority in an endeavor to achieve a new synthesis."

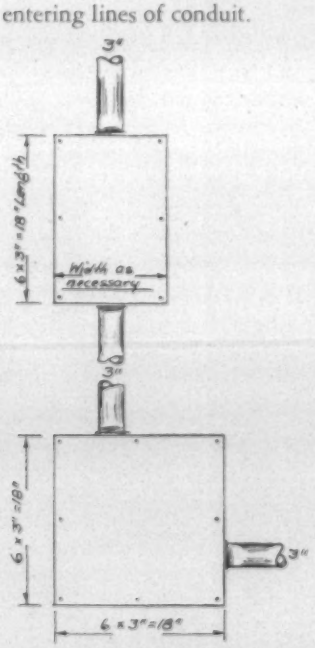
Thus the miasmic mind in morals is challenged to come out from its chaotic chrysalis and stretch itself in the light of this modern world and then weave its ideas into a pattern of peaceful principles for progress.

The Electrical Code And Textile Mill Wiring

(Continued from Page 33) that are to enter the box unless, of course, you want to make a tap or a corner turn therein, in which case you would be limited to the dimensions outlined in the table above. And this leaves us one more consideration in this matter of box dimensions: the depth of the box, which is also subject to your local conditions. In this connection, let us urge you to be always on the "large size" of this dimension and, where possible, hold to these suggested dimensions or, better, go them one size or more (usually 2-inch size) larger for the larger sizes of conduit:

Conduit Size (Inches)	*Suggested Box Depth (Inches)*
½-¾-1	4
1¼	4–6
1½	4–6
2	6
2½	6–8
3	6–8
3½	8–10
4	8–12

Angle or "U" Pulls: This is a little more complicated, especially if you have more than one conduit line making an angle "U" turn. The boxes in these cases must have a dimension of at least six times the sizes of the entering line of conduit, and, if you have more than one line of conduit making this turn you must add the additional sizes of conduit to the first dimension that you got for one line of conduit. See sketches below for boxes with one, two and more entering lines of conduit.



Sketches showing box dimensions as applied to Section No. 3708.

Incidentally, the distance "D" (sketch) must not be less than six times the trade diameter of the larger conduit.

Now, bear in mind there are some very necessary excep-

tions to these foregoing limitations, and these are that the above do not apply to terminal boxes on motors, nor to types of boxes and fittings without knockouts and having threaded hubs or recessed parts for conduit bushings and locknuts.

If your pull box or junction box is over six feet in any dimension, you must rack-up or otherwise cable or support your conductors in an approved manner.

Section No. 3709, Number of Wires in a Box: The provisions of this section are for the purpose of free space for all wires enclosed in a box of any one type or size. The greatest allowable number of wires, not counting fixture wires permitted in outlet and switch boxes are set forth in the table which follows:

Box Size (Inches)	*Depth (Inches)*	*Types*	*Maximum Number of Wires*			
			No. 14	No. 12	No. 10	No. 8
3¼	1½	Octagon	5	5	4	0
4	1½	"	8	7	6	5
4	1½	Square	11	9	7	5
4 11/16	1½	"	16	12	10	8
4 11/16	2⅛	"	20	16	12	10
1¾ x 2¾	2		5	4	4	0
1¾ x 2¾	2½		6	6	5	0
1¾ x 2¾	3		7	7	6	0
3¼	Less than 1½		4	4	3	0
4	"		6	6	4	0
4 11/16	"		8	6	6	0

These above tables apply where no fittings or devices, such as fixture studs, cable clamps, hickeys, switches or receptables are contained in the box. Where one or more of these studs, clamps, etc., are contained in the box, the number of conductors shall be one less than allowed in the table above, with a further reduction of one wire for each flush receptacle or flush switch mounted on the same strap. A wire running through a box is counted as one conductor, and a wire terminating in the box is likewise counted as one conductor. If single flush boxes are ganged, the above limitations will apply to section or box individually.

For other boxes or combinations not shown in the preceding tables, the following provisions shall apply:

Size of Wire	*Free Space in Box for Each Wire*
No. 14	2.0 Cubic inches
No. 12	2.25 " "
No. 10	2.5 " "
No. 8	3.0 " "

There are also exceptions to the limitations above, as in the foregoing Section No. 3708, and, in fact, they are the same, as they cover motor terminal boxes, and types of boxes or fittings without knockouts and having hubs or recessed parts for bushings and locknuts.

Section No. 3710, Conductors Entering Boxes and Fittings. Conductors entering boxes or fittings shall be protected from abrasion, and shall conform to these following conditions:

(a) Openings through which conductors enter shall be adequately closed.

(b) If metal outlet boxes or fittings are used with either open wiring or concealed knob and tube work, conductors shall enter through insulating bushings, or, in dry places through flexible tubing such as "loom," extending from the last insulating support and securely fastened to the box or fitting. Where raceway (such as conduit, tubing, wireway, wiremold, etc.) or cable (such as Romex or BX) is used with metal outlet boxes or fittings, they shall be connected securely to these boxes or fittings by means of locknuts and bushings, or cable connectors, as your job may require. Especially remember that all the wires of any one circuit must pass through the same opening.

(c) Non-metallic boxes bring about a different sort of situation, for if they are used with open wiring, or concealed knob and tube work, the conductors should enter through individual holes. Where flexible tubing ("loom") is used to encase the conductors, it shall extend from the last insulating support and may be run into the box or terminate at the wall of the box. If non-metallic sheathed cable is used, the whole cable assembly shall enter the box through a knockout opening. Clamping of individual conductors or cables to the box is not required if supported within eight inches of the box.

Section No. 3711: Covers and Canopies. In completed installations, each outlet box must be provided with a cover unless a fixture canopy is used.

(a) Non-metallic covers and plates must be used with non-metallic outlet boxes.

(b) If a fixture canopy or pan is used, any combustible material on either the wall or ceiling exposed between the edge of the canopy and the outlet box, must be covered with non-combustible material.

(c) Covers of outlet boxes having holes through which flexible cord pendants pass shall be provided with bushings designed for the purpose, or shall have smooth, well-rounded surfaces on which the cords may bear. So-called hard-rubber or composition bushings shall not be used. You can get these from your local electrical supply dealer by asking

for either drop-cord covers, bushed covers, or raised, bushed covers, they all can get them.

Section No. 3712: Unused openings in boxes and fittings shall be effectively closed to afford protection same as the wall of the box or fitting. If your job involves a sheet steel cabinet or box, you can bolt two oversize washers, squares (or any form of sheet steel cutouts of approximately the same gauge as the box) together with one or more store bolts, and one piece on either side of the knockout to be closed. Or, if your job is with a cast iron box or similar fitting with threaded hubs, use a pipe plug to close the opening. Metal plugs or plates shall not be used with non-metallic boxes or fittings unless recessed at least ¼-inch from the outer edge. (You may never be called upon to do such a job.)

Section No. 3713, Boxes Enclosed Flush Devices: This section merely insists, and with good reason, too, that all flush receptacles, switches, pilot light receptacles, etc., must be mounted in boxes that will completely enclose them on the backs and sides.

Section No. 3714, Boxes Fastened to Gas Pipes: You wouldn't be interested in this around a textile mill, except in rare instances.

Section No. 3715, Box Positions in Wall or Ceiling: In walls or ceiling, of concrete, tile, or other non-combustible material, boxes and fittings shall be so installed that their front edges will not set back of the finished surface more than ¼-inch. In walls or ceilings of wood or other combustible material, outlet box and fitting edges shall be flush with the finished surface, or even project therefrom.

Section No. 3716, Repairing Plaster: Merely requires that there be left no gaps or open spaces around your boxes or fittings.

Section No. 3717, Junction Boxes to be Accessible: The main thing to remember here is to always leave your junction boxes so that you can readily remove the cover and get into them without breaking out a part of the wall or ceiling, or the plaster, etc. This is important.

Section No. 3718, Exposed Extensions: In making an exposed or surface extension from an existing outlet of concealed wiring, a box, extension ring, or a blank cover shall be mounted over the original (concealed) box and electrically and mechanically secured to it. The extension shall then be connected to this box in the proper manner for the type of wiring used in making this extension.

Section No. 3719, Boxes at Fixture Outlets: At every outlet used for lighting or for supporting a fan or other appliance, the box shall be so designed and installed so that these devices, fixtures or appliances may be attached and supported without danger of falling. Did you ever have one of these to fall? If so, I'll bet you'll remember it from now on. If not, don't let it happen to you.

Textile Technologists Hold Monthly Meeting

The December meeting of the American Association of Textile Technologists was scheduled to have been held Dec. 3 in New York City. Scheduled to speak at the monthly meeting of the group were Lewis Hird, treasurer of Samuel Hird & Sons, who was to speak on a subject of interest to the wool industry, and Irene Blunt, executive secretary of the National Federation of Textiles, Inc., who has just returned from a visit to England, France and Switzerland where she conferred with rayon and silk manufacturers.

Co-Operative Research Program Announced

A co-operative research program undertaken to investigate the structure of seams used in common machine-sewed articles and to develop specific recommendations leading to attainment of optimum results has been officially announced by the three active participants in the study: American Thread Co., maker of sewing threads; Reeves Bros., producer of piece goods; and Union Special Machine Co., maker of industrial sewing machines. Already popularly known as "Seam Engineering" among members of the needle trades who have submitted samples for study, the project gives promise of being productive of worthwhile benefits for both producers and users of many textile products.

Now underway for almost a year, with activities centered in the laboratories of the American Thread Co., the co-members report establishment of a standardized testing procedure applicable to virtually any kind of garment or sewed article submitted for test and creation of a board of review qualified to make authoritative recommendations as a result of almost countless tests already conducted.

The laboratory used is made up of four divisions: physical testing, chemical, dyestuffs, and pilot plant. The physical testing division includes all equipment necessary to test threads, yarns, and other materials in accordance with A. S. T. M. standards, plus special electrical equipment such as photo-electric cell twist testers. It is also equipped with some 30 different types of industrial sewing machines such as are in common use at the present time. The chemical division is made up of a staff of research chemists and is equipped to make complete chemical tests on both natural and synthetic materials. The dyestuff division is a special section dealing with the dyestuffs and procedures used in treating various textile materials. The fourth division is a pilot plant capable of making up any desired thread item in small quantities for test purposes.

The test procedure used in making the studies is applicable to any individual seam that may be in question; it is common, however, for the tests to cover an entire garment or article that is in volume production. The co-operating members of the research program emphasize that the objectives are not limited solely to attaining maximum seam breaking strength. Instead, it is pointed out that the basic consideration is to obtain the most favorable factors involved. Thus, in some instances, resistance of a seam to abrasion is the first factor to receive consideration. In other cases, special effort is directed towards improving the "sewability" of a fabric for improvement in rate of production. In all cases, the thread combinations used, needle size and type, seam and stitch type, and number of stitches per inch receive particular attention to insure maximum economy in time and materials, consistent with the qualities desired in the finished product.

Benefits instituted by the laboratory have won widespread approval among persons who have had an opportunity to study the results. No attempt is being made to publish general formulae and recommendations at this time applicable to various classes of garments. This is due to the fact that the variables encountered even in standardized articles are of such number as to preclude generalization and also to the fact that, for greatest value, the recommendations have to be co-ordinated and specific.

Consignee Restrictions Delay Deliveries

Unnecessary restrictions placed by consignees in the Metropolitan area of New York on deliveries of textiles contribute in large measure to the general delays in freight movements from Southern mills to the city and vicinity, and are a factor in recurrent embargoes on shipments, members of the steering committee of the traffic group of the Association of Cotton Textile Merchants of New York have been told by an operating official of the Pennsylvania Railroad. In the course of discussion of the problem, which followed a previous meeting with railroad men on general delays at various stages of freight movement, it was brought out that these consignee restrictions likewise contribute to the general city traffic congestion, particularly in the mid-town area. Railroad men thoroughly dislike the necessity of imposing embargoes, W. M. Rule, agent for the Pennsylvania at Piers 49, 50 and 52, which are the receiving points for the railroad's textile freights moving from the South to the city and for export, told the group. Embargoes help nobody, he said, penalize truckmen, retard movement of badly needed goods, and when lifted leave such a backlog of shipments as to provide the makings of still another embargo. Textiles, he said, are the largest single factor in this freight movement, and special arrangements of consignees account for close to ten per cent of the congestion. The piers, he said, are capable of handling a vast volume of freight, but only if such freight keeps moving and is not unnecessarily held up.

Among the tie-ups emphasized at the meeting are those caused by tight restrictions of individual consignees on days and hours when deliveries will be accepted. Many users of textiles refuse to take deliveries on certain days of the week and close early on Fridays and days prior to holidays. Others will receive nothing before 10 a. m., or accept delivery between 8 and 11 a. m. and 2 to 4 p. m., or in other restricted periods. In still other cases some companies reserve days for outgoing shipments and will accept nothing inbound. It was pointed out that there could of course be no set rule, and individuals in some cases would have sound reasons for certain limitations. In other cases, however, such restrictions have been tightened up by consignees solely for their own convenience, without consideration of working hours of truckmen or the part that shipments held at piers for days play in blocking freight movement all the way back to the mill. Another cause is insistence of many consignees on receiving mailed notice of arrival of merchandise at piers. Many consign freight to themselves, require a written notice, take advantage of "free" days storage at piers, and then direct delivery to other persons. Consignment directly to the ultimate consignee, or where that is not possible, acceptance of telephoned notice of arrival and quick notice of delivery to others, will contribute to ease the situation. There even are cases where freight moves with incomplete addresses and must be held while the railroads provide a directory service.

Export merchandise at the present time presents some particularly difficult problems at piers. Although it is not too widely known, the Association of American Railroads embargo now known as 50-C-23 has been in effect for months on all less-than-carload export freight to New York and Port Newark, except where bill of lading and waybill carry specific reference to steamship company, vessel, country of destination, and the like, or where prior storage

arrangements have been made. There are other exceptions to the embargo. Nevertheless, either through lack of knowledge of the embargo or in evasion of it, goods arrive here consigned locally as domestic freight, are held at piers for the full "free" storage time, and then move either to steamer under a new export consignment, or to a public warehouse. This condition is an important current problem at the piers and the cause of many present delays. Railroad officials, it was pointed out, are co-operating with the association's traffic group in their effort to eliminate delays in transit which have been a serious impediment to business for many months. Delays have been costly to the industry at large and have resulted in even more costly embargoes in which vast yardages have been involved. Efforts are being made to relieve delays at transfer points and elsewhere. However, congestion at the piers in New York is a serious contributing factor to the general difficulty with freight movements, and one which can be relieved at least to a material extent by the co-operation of consignees. If consignees wanting store door delivery will accept merchandise immediately, if restrictions on delivery days and hours are eased by consignees to the fullest extent that is possible, and if full compliance with the L. C. L. export embargo can be had, freight movements will be further eased and the chances of disastrous embargoes affecting everybody will be correspondingly reduced.

1948 Maid Will Visit Manchester

Manchester, center of England's textile industry, will roll out its welcome mat to the 1948 Maid of Cotton, when she visits that city on her European tour next March, the National Cotton Council has announced. At Manchester the maid will show her famous wardrobe of cotton fashions, designed especially for her by leading American fashion experts. These cotton creations will represent the best in American design for the 1948 fashion season. When the glamorous emissary of the cotton industry leaves England, she will bring several typical British cottons home for inclusion in the remaining United States showings. The addition of Manchester as a stop on her international trek will give 1948's cotton princess even more territory to cover than did Hilma Seay, 1947 maid, who crossed six nations and two continents, carrying cotton's message as she appeared in all-cotton fashion shows at each of her stopping points, which included Paris.

An annual highlight in cotton industry fashion promotion activities, the Maid of Cotton contest is sponsored by the National Cotton Council, the Memphis Cotton Carnival Association, and the cotton exchanges of Memphis, New York and New Orleans. Her flight to France is through special arrangement with Air France. All unmarried girls between the ages of 19 and 25, inclusive, who are natives of cotton-producing states, are eligible to participate in the 1948 contest. Application forms are available from National Cotton Council, P. O. Box 18, Memphis 1, Tenn. All entries must be postmarked not later than Dec. 18. The judges will choose the 1948 feminine diplomat of the cotton industry on the basis of beauty, poise, background, intelligence, and ability to meet the public. After the finals at Ellis Auditorium in Memphis Jan. 6, the winner will leave soon for New York where she will be fitted for her smart wardrobe of cotton fashions prior to beginning her international tour in February.

Cotton Goods Market

Increasing strength has continued to feature the cotton gray goods market with all categories in demand. New high prices were noted on some goods with reports in Worth Street that still others might move up soon.

Should cotton continue up beyond its present levels, mills making ducks will be forced to reflect these increased costs in further price advances, it is reported in the gray goods market. These boosts would run about two cents a yard as was the one put through recently.

One house took action on chafer cloths recently, moving the 11.65-ounce construction to 68½ cents for late first and second period production, the 14-ounce to 67 cents and the plied chafer, 14.4-ounce to 75½. A second firm upped the 38-inch, eight-ounce enameling duck to 39 cents for second quarter.

There was little real activity in either ducks or wide heavy cotton cloths last week. With mills mostly sold for first quarter, there was a reluctance on the part of both buyer and seller to contract beyond March, the former because they feel they have bought enough forward business for the present, the latter because higher prices are being contemplated. Some scattered business with converters was reported with sales sources describing it as unimportant.

A cleaning up of first period production was being done by a few mills with some broken twills going at 63¼ on the 54-inch, 76x52, 1.14 yard while in sateens the 53-inch, 96x64, 1.32 yard was booked at 57½ and the 54-inch, 96x56, 1.05 yard at 69¾.

Wide sheeting demand was good with bids coming in constantly for second quarter with a leading selling house reporting it was still marking time. Wide print cloths are sold well into the third period and there was not much activity last week.

The upward climb continued last week in the narrow fabrics section of the market. Sheetings, drills, twills and jeans were pegged at higher prices by a large selling concern. That others would follow within a week or two was the opinion among Worth Street observers. Osnaburgs were also experiencing continued strength.

In print cloths some moderate third quarter business was recorded though a number of buyers are reported to have backed away from the recently-increased prices.

Some of these print cloth producers have already written considerable business covering July-August-September output, observers state, and they have little intention of entering the market again for the present. Others, with production yet unsold beyond the June mark, are talking higher prices and keeping an eye on the one house now actively selling third period.

Cotton Yarns Market

Buyers shopping the market for spot and nearby carded and combed yarns find that attractive offers frequently will bring out yarn supplies supposedly not available, according to several Philadelphia distributors, who report trading for closeby delivery has grown despite the tight supply in most yarns.

Several observers who have found customers securing hard-to-get yarns by offering prices sellers could hardly overlook, state that some spinners may not realize they have oversold while others, already believed to have booked beyond productive capacity, may have done more "second time" selling than might be suspected. And with customers continuing to dangle attractive prices before suppliers, these sources wonder where the yarn is coming from when forward deliveries become due.

Most yarn users are buying for absolute requirements only, despite tremendous pressure from all sides for all types of yarn, several distributors said recently, from personal experiences. Some dealers, in fact, claim they are insisting that customers cover yarn needed for orders on hand and nothing more, as a protection against future contingencies.

Meanwhile, spinner quotations continue to rise as buyers press for additional coverage and many make little more than passing protest of asking prices on wanted yarns, especially fine combed counts. Many distributors, however, are concerned as they charge that "in many instances this no longer is a cost plus market." These observers state they are mindful of the feeling that when the buyer is in the driver's seat prices will go in the other direction at just as fast a clip.

According to preliminary figures, 23,889,000 cotton system spindles were in place in the United States on Oct. 31, of which 21,563,000 were consuming cotton the last working day of the month, the Bureau of the Census reported recently. This compares with 21,773,000 in October, 1946, and 21,410,000 in September of this year.

The aggregate number of active cotton spindle hours reported for the month was 10,802 million, an average of 452 per spindle in place compared with 9,427 million, an average of 396 per spindle in place for September, 1947, and 10,142 million, an average of 424 per spindle in place for October, 1946.

Based on an activity of 80 hours per week, cotton consuming spindles in the United States were operated during October at 122.9 per cent capacity. The percentage on the same activity basis was 114.3 for September, 1947, and 116.2 for October, 1946.

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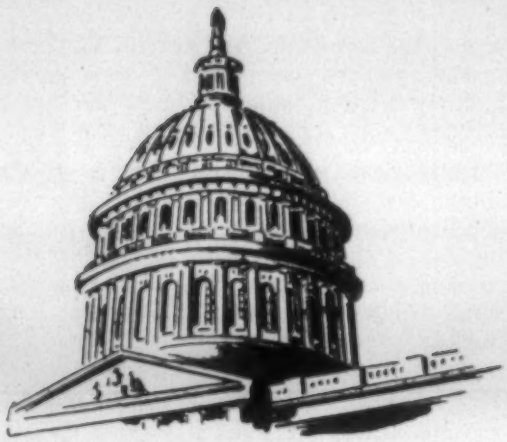

[Exclusive and Timely News from the Nation's Capital]

Union bosses seemingly have walked into a bear trap of their own making in resisting the Taft-Hartley Law, now that the President is proposing wage ceilings as an ingredient in European aid, and the House Labor Committee is ready to propose coverage limits and new definitions in the Wage-Hour Law. Congress is moving slowly, but if food and other essentials go to Europe in quantity, there will be tightened economic and credit controls before very long. This will mean wage ceilings if the unions carry out their threats of new wage increase demands. And Congress seems to think the Wage-Hour Law needs a face lifting. After the futile resistance to the new labor law, the union bosses are not in an effective position to threaten Congress on either wage ceilings or wage-hour changes. The bear trap seems about to snap shut.

The President faces the biggest fight of his career in seeking a return of wartime domestic controls. His best chance of winning is for the unions to start a new round of strikes, shutdowns, slow-downs and arbitrary demands. Otherwise, he has many hurdles to jump in winning on the domestic front. Europe will get some emergency relief, and some long range aid—much less than the President asks.

How to extend aid to Europe and not finance Communists over there in their demand that control of all European industry be turned over to workers is the puzzle facing the President and Congress. The President believes it can be done, but he hasn't said how. Congress will carefully prescribe the things to be covered by aid, and set an independent administrative supervisory agency, possibly under Ambassador Lewis Douglas.

Mr. Truman was told before the war's end he must hold on to all, or none, wage and price controls if the country was to sail smoothly through reconversion. On Hannegan's advice, he chose to throw wage controls overboard, and called on the unions to come and get what they wanted in wage boosts. This was followed by throwing price controls overboard, too. Now he asks for a return of both of the controls he threw away.

Labor spokesmen and economic planners are nonplussed at the move to impose wage with price controls. They say wage controls are not needed, especially if price controls are revived. They claim wages are only a small part of overall costs, and prices should be reduced by forced absorption of costs at each level in industry from raw materials to retail prices. That's the old "black market" creating formula Chester Bowles used.

Unions are learning the new labor law is not a powder puff, and has stiff penalties. In October union officials filed 11,089 non-Communist affidavits, making a grand total of 19,306. Also, 969 petitions and charges were filed with the N. L. R. B. against 611 in the first six weeks of the new law. Of 440 charges of unfair labor practice, almost 80 per cent were against employees, with individuals filing the bulk of them. Of 1,575 unfair practice complaints under the new law, more than 17 per cent are initiated by independent unions.

All leading independent unions have qualified with N. L. R. B., and individual A. F. of L. unions are hurrying to do so, too. C. I. O. adheres to its refusal to comply, and is left in an uncomfortable spot. It refuses to admit some of its unions cannot qualify because of Reds at the top. Internal troubles and Red leaders are giving C. I. O. one of the biggest headaches it has ever had.

Unions are learning too, that there are plenty of teeth in the law. For one thing, there is a fine of $5,000, or a year in jail, or both, for interfering with the law. Also, there's a fine of $10,000, and/or ten years in prison for any union official who makes a false affidavit about his Communist connections, and a fine of $10,000 or a year in jail for violating restrictions on union welfare fund contributions, the check-off, or other payments by employers to union representatives.

N. L. R. B. is flatly demanding anti-Red vows from a union before it can take part in a plant election. It has reaffirmed its decision that a union must comply with the labor law before it will hear complaints and cases filed before Aug. 22. The board says that despite some ambiguity in the law, it believes that intention of Congress

was to bar non-complying unions. The board then tossed out three cases filed by non-complying C. I. O. unions filed before the new law was passed, although each union had won a plant election.

Independent unions are gaining in strength and asking for N. L. R. B. recognition. The independent International Machinists may gain bargaining rights again with most of the big steel companies through refusal of C. I. O.'s Steel Workers, with 875,000 members, to qualify. The steel workers' executive committee, headed by Murray, voted unanimously not to comply with the law.

Philip Murray has never publicly admitted the has Communists in his unions. If he had carried out his proposed "purge," he would have split C. I. O. wide open. Tide of opposition to Communist domination is growing among the rank and file members of the C. I. O., even to the extent of threatening to sweep out right-wing officers who have accepted left-wing support.

Murray moved to please his right-wingers by telling them to do as they please, and then moved to please the left-wingers by deciding C. I. O. would not use N. L. R. B., and Communists need not swear as to their affiliations. The result is that Communists are continuing in places of power in many C. I. O. unions, unless the rank and file, of their own accord, kick them out. Murray wants nothing to do with kicking them out.

The C. I. O. chieftain hopes to continue to walk a tight rope between two extremes by playing along with the Communists where in control of C. I. O. unions, while outwardly opposing their policies. The truth is he cannot afford an open break, for it would probably split C. I. O. into small pieces. As opposition to Red domination spreads among rank and file members, Communist groups are reviving their pre-war militancy, and a bitter contest grows in intensity.

A double-barreled attack on unemployment insurance chiseling has been launched in New York, and may spread to other states, including Maryland. An independent committee will inquire into all aspects in administration of New York's billion dollar fund, and ferret out loopholes and fraud. One phase is to stop payments to workers who go to Florida in winter, allegedly seeking work, but claimed to take a state-financed holiday as sun-worshippers on Florida beaches. Such payments last January alone were $167,467.

The biggest issue facing Murray and C. I. O. just now is whether P. A. C. can be delivered in 1948. Murray wants to put it behind Truman, but the Reds want to put it behind a third party, with presumably Henry Wallace as a candidate. Murray thinks P. A. C. should continue to function as a factor in the Democratic Party, but the Reds feel Truman has let them down in not nullifying anti-Communist provisions in the new labor law. Whether Murray can deliver P. A. C. without tearing C. I. O. apart is getting to be a big question.

In the background of the industrial horizon there are signs of peace, discipline, greater efficiency and less absenteeism that indicate workers are more job-conscious and do not want strikes. Union bosses have not sold workers on the claim the new labor law is a "slave law;" very little is being said about it. Most talked of topics in plants and factories now are cost of living, how long will "good times" continue before there's a bust, and whether or not marked unemployment is coming.

Trend of N. L. R. B. elections reveals that workers are showing less eagerness for unions to represent them in bargaining. The trend is downward. In October, in 58 such elections, A. F. of L. won 13 and lost four, and C. I. O. won two. Independent unions won 27 and lost 11; of five decertification elections, four resulted in decertification. Rank and file opposition to unions has increased since the 1946 epidemic of strikes, and criticism of unions and their bosses has come into the open.

Communist strategy retains its basic aim to seize control of unions in vital and mass production industries, and to elect officers who follow the party line. It has always been Communist policy to bore into and work through already established unions. Without a grip on unions, Communism might have petered out years ago in this country. It's a device to share misery, and has eventually bogged down, either in promising something for nothing, or the top-heavy ineptness of its party bureaucracy.

Some unions are beginning to see the value of really doing something for their members, and handling their problems, which the Reds with their ideological promotions have never done. Communists have consistently used the unions as vehicles to distribute the villainous doctrines imported from Moscow, and let rank and filers pay the costs.

Unions are definitely out of favor with this Congress. They have threatened too loudly, talked retaliation too much, and overworked their king-pin pronoun and verb, "we demand." Congress is convinced the big union bosses do not have the backing of their rank and filers in their demands and threats. There's a feeling, too, that many strikes since the war have been Communist-inspired to aid objectives of Stalin and his Moscow Reds.

C. I. O. has spent its million dollars in the South to organize, but without the promised million new members. Gains have been slow and costly, and most of the C. I. O. enthusiasm is gone. Southern workers just would not join up. Van Bittner admits that C. I. O.'s cost in getting 280,000 new members is $3.57 each, while A. F. of L.'s George Googe claims he only spent $2 per new member.

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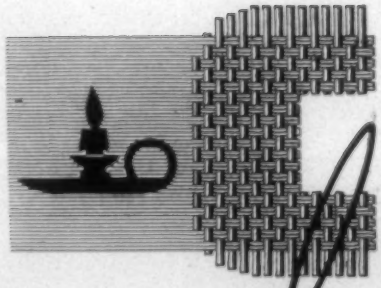

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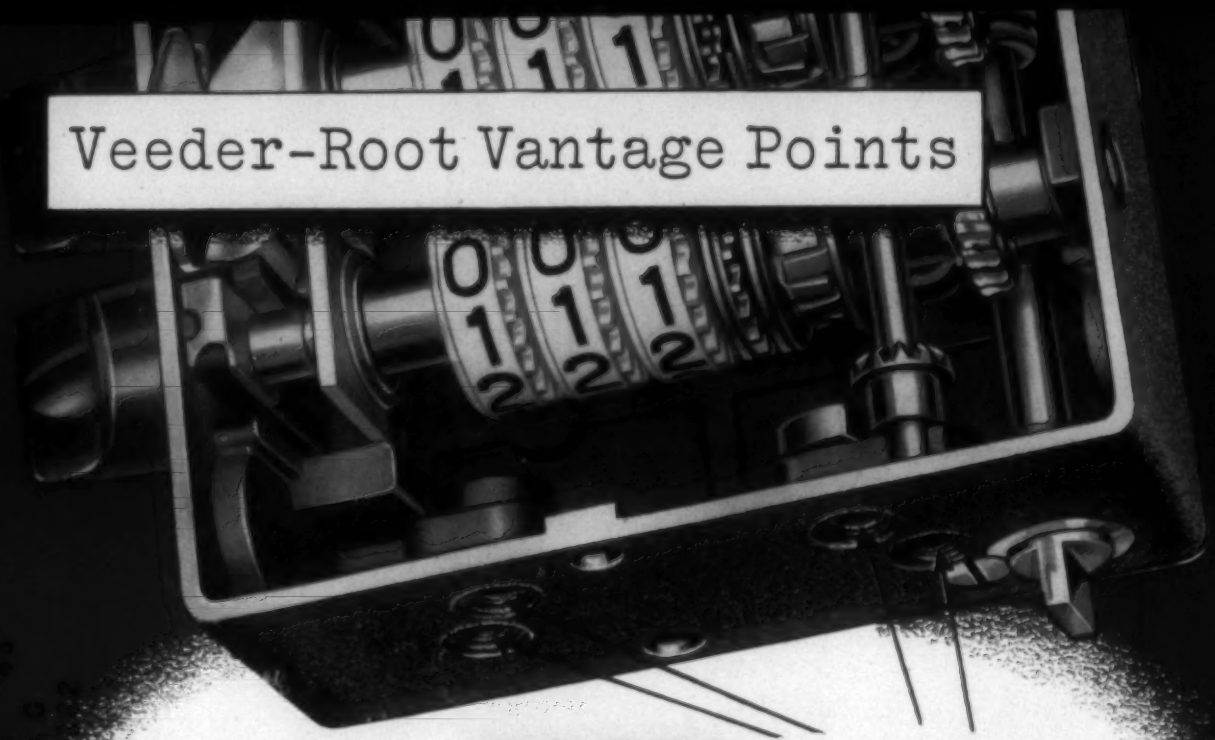

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